**Project Title:** Strengthening the Livelihoods Resilience of Pastoral and Agro-Pastoral Communities in South Sudan’s cross-border areas with Sudan, Ethiopia, Kenya and Uganda

**Project symbol:** OSRO/SSD/703/EC

**Recipient Country:** South Sudan

**Government/other counterpart:** GRSS & IGAD

**Expected EOD (Starting Date):** 1 April 2017

**Expected NTE (End Date):** 31 March 2020

**Contribution to FAO’s Strategic Framework: (Indicate as appropriate)**

- **Strategic Objective/Organizational Outcome:**
  - Strategic Objective 5 “To increase the resilience of livelihoods to threats and crises”
    - Outcome 1: Countries and regions adopt and implement legal, policy and institutional systems and regulatory frameworks for risk reduction and crisis management.
    - Outcome 2: Countries and regions provide regular information and early warning against potential, known and emerging threats.
    - Outcome 4: Countries and regions affected by disasters and crises prepare for, and manage effective responses.

- **Country Outcome(s):**
  - CPF Outcome 1 “Sustainable increases in production, productivity and nutrition security realized”
  - CPF Outcome 3 “Resilience of households to food and nutrition insecurity is strengthened”

- **Regional Initiative/Priority Area:**
  - “Building resilience in Africa’s drylands”

**Environmental and Social Risk Classification**

<table>
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<tr>
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**Gender Marker**

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<th>G1</th>
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**Total Budget:**

Total Estimated Cost: USD 29 340 425 (EUR 27.58 million)
**SUMMARY OF THE ACTION AND ITS OBJECTIVES**

More than one third of the population in South Sudan are currently severely food insecure, with nearly two million displaced and another one million refugees (mid-Nov 2016). These figures continue to rise and indicate large-scale disruption to livelihoods. It is anticipated that drivers of food insecurity including violent conflict/insecurity in several areas and market system failure will remain unchanged in the near future. This reinforces the importance of resilience building efforts, within a complex and changing context with added challenges of operating in an emergency and insecure environment.

The proposed action will contribute to Objectives 2 and 4 of the EU Trust Fund on strengthening resilience of the most vulnerable; improving governance and conflict prevention; and reducing forced displacement and irregular migration. The action is aligned with the first domain of the Valletta Action Plan on: development benefits of migration and addressing root causes of irregular migration and forced displacement.

The project will strengthen the livelihood resilience of pastoral and agro-pastoral communities in the border areas in South Sudan neighbouring Sudan (Abyei/NBEG and Upper Nile Clusters), and Ethiopia, Uganda and Kenya (Karamoja Cluster, including Akobo). This action provides the first ever ecosystem approach for South Sudan and strategically supports of the implementation of otherwise missing South Sudan component in current regional initiatives. Through evidence-based programming and in the framework of existing regional platforms, including IGAD, FAO-ECTAD, RTEA, the action will work alongside South Sudan national partners, including GRSS, NGOs and CBOs.

The action will complement FAO’s on-going activities, also funded by EU and other donors, in providing food and nutrition security information for decision support and in expanding the portfolio of livestock, crop, trade and livelihood diversification and resilience for peace building in South Sudan.

The intervention logic of this action is to support the implementation of the South Sudan’s peace process, through evidence-based programming of investments for peaceful coexistence among communities; equitable access to natural resources; and economic opportunities to alleviate human suffering arising from forced displacement and irregular migration. This action is composed of the following interlinked four results:

**Result 1** will seek to strengthen policy and local institutions through food security and early warning information in South Sudan and its cross-border areas. This component aims at enhancing evidence-based policy and institutional capacity, prioritization of humanitarian and resilience programmes, and hazards preparedness, prevention and management. The result will focus on pastoral and agro-pastoral risk early warning and response systems and agricultural and food information systems for food security.

**Result 2** will support the implementation of harmonized animal health approaches aligned with ECTAD for the prevention and control of trade-related Transboundary Animal Diseases (TADs) by establishing livestock disease surveillance and control services in border areas. The result will improve access for cross-border pastoral and agro-pastoral communities to animal health services and improving community capacities through CBAHWs and Agro-pastoral Field Schools (APFS) along with installing animal health service facilities in appropriate locations.

**Result 3** will focus on strengthening services and providing inputs to improve the resilience of pastoralists and agro-pastoralists by: supporting the productive capacity of seed vendors and provision of agricultural kits along with extension support to farming communities to enhance crop production; supporting women, youth and disadvantaged groups with viable alternative livelihoods by assessing resource capacity and market linkage support; promoting livestock trade through cross-border deals and agreements; and supporting market infrastructure in strategic locations.

**Result 4** will facilitate multi-level stakeholders (i) to secure access to natural resources in cross-border areas and community-based reconciliatory and peace-building dialogues to reduce conflicts; (ii) development of water resources; (iii) and pasture development through rehabilitation and protection measures including the introduction of new fodder species in pilot locations. The aim is to empower cross-border communities to manage and access natural resources. This will be supported by remote sensing and mobile technologies under Result 1. The implementation and management arrangements will prioritize synergies across four results, through a coordinated area cluster management and alignment with regional efforts.

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1 The Valletta Summit on migration (November 11-12, 2015) brought together European and African Heads of State and Government to strengthen cooperation recognising that migration is a shared responsibility of countries of origin, transit and destination.
**ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AFIS</td>
<td>Agriculture and Food Information System for Decision Support</td>
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<td>AH</td>
<td>Animal Health</td>
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<tr>
<td>APFS</td>
<td>Agro-pastoral Field School</td>
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<tr>
<td>BRACE</td>
<td>Building Resilience through Asset Creation and Enhancement</td>
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<tr>
<td>CAADP</td>
<td>Comprehensive Africa Agriculture Development Programme</td>
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<tr>
<td>CBAHW</td>
<td>Community Based Animal Health Worker</td>
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<tr>
<td>CAMP</td>
<td>Comprehensive Agriculture Development Plan</td>
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<td>CBO</td>
<td>Community-Based Organization</td>
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<tr>
<td>CCFP</td>
<td>Contagious Caprine Pleuro-pneumonia</td>
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<td>CFSAM</td>
<td>Crop and Food Security Assessment Mission</td>
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<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
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<td>CLR</td>
<td>Coordinated Livelihood Response Planning</td>
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<td>CMU</td>
<td>Cost of Minimum Expenditure Basket</td>
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<td>CPA</td>
<td>Comprehensive Peace Agreement</td>
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<td>CPP</td>
<td>Country Programming Paper</td>
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<td>ComDev</td>
<td>Communication for Development</td>
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<td>DANIDA</td>
<td>Danish International Development Agency</td>
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<tr>
<td>DFID</td>
<td>Department for International Development</td>
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<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>DRMP</td>
<td>Disaster Risk Management Policy</td>
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<td>DRSPLP</td>
<td>Drought Resilience and Sustainable Livelihoods Programme</td>
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<tr>
<td>ELRP</td>
<td>Emergency Livelihoods Response Programme</td>
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<td>EU</td>
<td>European Union</td>
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<tr>
<td>EWS</td>
<td>Early Warning System</td>
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<tr>
<td>FAO-ECTAD</td>
<td>FAO Emergency Centre for Trans-boundary Animal Diseases</td>
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<tr>
<td>FAO-RAF</td>
<td>FAO Regional Office for Africa</td>
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<tr>
<td>FAO-RTEA</td>
<td>FAO Resilience Team in Eastern Africa</td>
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<tr>
<td>FAO-SFE</td>
<td>FAO Sub-regional office for East Africa</td>
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<tr>
<td>FAO SS</td>
<td>Food and Agriculture Organization of South Sudan</td>
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<tr>
<td>FEWS-NET</td>
<td>Famine Early Warning System</td>
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<td>FFS</td>
<td>Farmer Field School</td>
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<td>FSIN</td>
<td>Food Security Information Network</td>
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<td>FSL</td>
<td>Food Security and Livelihoods</td>
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<tr>
<td>FSNMS</td>
<td>Food Security and Nutrition Monitoring System</td>
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<tr>
<td>GRSS</td>
<td>Government of Republic of South Sudan</td>
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<tr>
<td>ICPALD</td>
<td>IGAD Centre for Pastoral and Livestock Development</td>
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<td>IDDRSI</td>
<td>IGAD Drought Disaster and Sustainability Initiative</td>
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<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
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<tr>
<td>IFANSCA</td>
<td>Integrated Food and Nutrition Security Conflict Analysis</td>
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<td>IGA</td>
<td>Income Generating Activities</td>
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<td>IGAD</td>
<td>Inter-Governmental Agency for Development</td>
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<td>IPC</td>
<td>Integrated Food Security Phase Classification</td>
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<td>LIMA</td>
<td>Livelihood Information Monitoring and Analysis</td>
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<td>LSD</td>
<td>Lumpy Skin Disease</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MAFS</td>
<td>Ministry of Agriculture and Food Security</td>
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<td>MOLFI</td>
<td>Ministry of Livestock and Fisheries Industry</td>
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<td>MoT</td>
<td>Ministry of Trade</td>
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<td>NALEP</td>
<td>National Agriculture and Livestock Extension Policy</td>
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<td>NBEG</td>
<td>Northern Bahr el Ghazal</td>
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<td>NCD</td>
<td>New Castle Disease</td>
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<tr>
<td>NEALCO</td>
<td>North-East African Livestock Council</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>Abbreviation</td>
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<tr>
<td>NGP</td>
<td>National Gender Policy</td>
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<tr>
<td>OCHA</td>
<td>Office for Coordination of Humanitarian Affairs</td>
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<td>PPP</td>
<td>Public-Private Partnerships</td>
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<td><em>Peste des Petits Ruminants</em></td>
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<td>Swiss Development Cooperation</td>
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<td>SIFISA</td>
<td>Sudan Institutional Food Security Information for Action</td>
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<td>SPCRP</td>
<td>Sudan Productive Capacity Recovery Programme</td>
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<td>SPLM</td>
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<td>SPLM-IO</td>
<td>Sudan People’s Liberation Movement- In Opposition</td>
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<td>SPS</td>
<td>Sanitary and Phyto-sanitary Standards</td>
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<td>SSDI</td>
<td>South Sudan Development Initiative</td>
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<td>SSDP</td>
<td>South Sudan Development Plan</td>
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<tr>
<td>TAD</td>
<td>Transboundary Animal Disease</td>
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<td>Terms of Reference</td>
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<td>UN</td>
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<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<td>UNMISS</td>
<td>United Nation’s Mission in South Sudan</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>ZEAT</td>
<td>Zonal Effort for Agricultural Transformation</td>
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1. RELEVANCE

1.1. GENERAL CONTEXT

Regional context

The IGAD member States of Djibouti, Somalia, Kenya, Uganda, South Sudan, Sudan and Ethiopia\(^2\) are situated in a region that is exposed to recurrent natural shocks coupled with political instability. The region is characterized by huge population displacements either internally, or, as refugees, across borders. In each of the IGAD member states, the low-lying borderlands inhabited by pastoralists and agro-pastoralists happen to be the most affected by natural shocks or political instability compared to the population depending on other livelihood systems. Natural shocks aside, the literature cites that marginalization by respective national governments (including misguided policy directives\(^3\) – such as land expropriation and the extraction of resources) contributes to the prevailing state of affairs in the borderlands. Additional challenges include population pressure, shrinking natural resource base, increased cattle raiding incidents and communal conflicts, which are, at times, sanctioned by higher political motives\(^4\). In extreme cases, such motives have led to the rise of fundamentalism\(^5\) in a few states, while the rise of individualism is gaining momentum in almost all borderlands through land grabbing, promotion of subsistence farming and state/private enterprises. Individualism is also emerging in those borderlands where livestock export trade is thriving, as a result of livestock wealth accumulation\(^6\). The cumulative effect of these risks is increasingly pushing the population into forced migration while posing a grave threat to the major pillar of the pastoral production system: “communal resource ownership and management”.

An emerging trend in the last few years has belatedly but rightly recognized the cohesiveness and shared use of eco-systems, economic interdependence, ethnic/linguistic affiliations and the consistency of trans-boundary animal diseases across and between borderlands. This move has sparked some rays of hope for tackling the major challenges through cross-border projects compared to past state-level interventions, which were decidedly focused on political boundaries putting all trans-boundary common issues in the backburner. Such national efforts have not had their intended impact, primarily because the problems to be tackled were of a transboundary nature requiring an eco-system intervention approach spanning across bordering member states.

Recognition of the need for cross-border interventions in the borderlands was catalysed by the 2011–12 severe drought, which caused a severe food crisis that threatened the livelihoods of around 9.5 million people\(^7\), with deaths reported to be over 200,000 in Southern Somalia and Northern Kenya. Many refugees from southern Somalia fled to neighbouring Kenya and Ethiopia, where crowded, unsanitary conditions together with severe malnutrition led to a large number of deaths. The resulting refugee migration destabilized the already precarious political situation in the region. The crisis provided proof that the international humanitarian and development community needed to tackle the major cross-border challenges in a coordinated manner. From a regional perspective, the impacts of a natural or man-made shock on one side of the border spill over to the neighbouring countries. Projects targeting border communities need to understand the dynamics of transboundary common issues to design effective interventions. These dynamics include political impacts, cohesiveness of eco-systems, economic interdependence, and implications of trans-boundary animal diseases across borderlands.

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\(^2\) Taking note of the temporary withdrawal of Eritrea

\(^3\) Levine (2010). What to do about Karamoja?

\(^4\) FAO (2016). The Impact of conflict on the livestock sector in South Sudan

\(^5\) Somalia and North-eastern Kenya, for example

\(^6\) This is happening in Sudan, Kenya, Ethiopia and Somalia: see Catley and Aklilu (2013).

\(^7\) "UN: Somali famine is over, but action still needed”. The Journal retrieved 7 August 2012
In response to this, the member states of the Intergovernmental Authority on Development (IGAD) and East African Community adopted what they called “The Nairobi Strategy: Enhanced Partnership to Eradicate Drought Emergencies” in September 2011. IGAD was appointed to coordinate the regional initiatives to strengthen drought resilience at political level. IGAD took notice of the vulnerability of ecosystem-based livelihoods across boundaries prompting it to initiate the IGAD Drought Disaster Resilience and Sustainability Initiative (IDDRSI), which clearly defines short, medium- and longer-term investments required to build the resilience of vulnerable populations in the region. The endorsement of IDDRSI and the subsequent formulation of Country Programming Papers (CPPs) by IGAD member states paved the way for the recognition and implementation of simultaneous cross-border interventions in pastoral and agro-pastoral borderlands complementing country-specific programs (see Section 1.1.2). Unfortunately, South Sudan has remained conspicuously absent from these cross-border initiatives in the region.

**Country context**

Over 95 percent of the total area of South Sudan is considered suitable for agriculture, 50 percent of which is prime agricultural land where soil and climatic conditions allow the production of a variety of crops and livestock. With an estimated livestock population of 11.7 million cattle, 12.4 million goats and 12.1 million sheep, the country boasts in having the highest livestock holdings per capita in Africa although it ranks sixth in the continent, in terms of its’ total livestock population. Dense forests cover about 25 percent of the total land area, and one of Africa’s largest wet areas (the White Nile Sudd) sits in the central part of South Sudan.

South Sudan has a huge but largely unrealized agricultural potential. Favourable soil, water, and climatic conditions render more than 70 percent of its total land area suitable for crop production. However, less than four percent of the total land area is currently cultivated and the country continues to experience recurrent episodes of acute food insecurity. For most agro-pastoralists, after livestock production, crop farming remains the second most important livelihood activity, in terms of household food and cash income. Households cultivate only small parcels of land using improper hand tools with short handles which require farmers to crouch or kneel when cultivating. Grain from previous harvest is invariably used as seed with the seed quality deteriorating progressively in each planting season. Limited use of productivity-enhancing technologies, capacity constraints, inappropriate storage practices and poor infrastructure hinder progress and constrain production, productivity and the competitiveness of South Sudan’s agriculture relative to its neighbours, despite the great agricultural potential.

There were high hopes after the IGAD led Comprehensive Peace Agreement (CPA) in South Sudan, signed on 9 January 2005, by the Sudan People’s Liberation Movement (SPLM) and the Government of Sudan. The CPA was meant to end the Second Sudanese Civil War, develop democratic governance countrywide, and share oil revenues. However, the post-CPA image of South Sudan has been marred by low scale communal conflicts between 2006 and 2010, and after the Independence (2011) the outbreak of civil war in Dec. 2013 and renewed as of conflict in July 2016.

The ramifications of conflict in South Sudan have been immense in terms of human and economic costs, social tolls and political instability. Internal and civilian conflicts accounted for more than 90 percent civilian and non-combatant deaths. Livestock production, which contributes about 15.3 percent of the GDP and the prime target in insurgency and counter-insurgency warfare, has been the most affected economic livelihood, with an estimated real lost GDP attributed to the sector between USD 3.35 and 5.08 billion. Market failure, fuelled by monetary and economic downturn, has destabilized food systems and household access to food and income, resulting in severe food and nutrition insecurity, destitution and out-migration. The proliferation of violent hotspots in Greater Equatoria and Western Bahr el-Ghazal has decimated crop production in those traditionally surplus producing areas, with a drastic increase in the country-wide aggregate food gap.

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8 Frontier Economics, 2015
As of October 2016, nearly 3 million South Sudanese have fled their homes over the past three years. According to UNHCR\(^9\), there are over 1.1 million South Sudanese refugees in neighbouring countries, of which some 362 000 fled the country since July 2016, and these figures are on the rise. According to IOM\(^10\), the number of Internally Displaced Persons (IDPs) continues to rise in South Sudan reaching an all-time high of 1.87 million since December 2013. Of these, over 212 000 people are currently being hosted in UN Protection of Civilian (PoC) sites across the country. Meanwhile, more than 32 000 South Sudanese have sought refuge in the Gambella region of Ethiopia since the beginning of September 2016, and an average of 1 000 more join them every day. According to UN sources in Gambella, an additional 125 000 refugees are expected to cross the border into Ethiopia in the next few months\(^11\). Similarly, renewed fighting and food scarcity in southern South Sudan has forcibly displaced thousands into the Democratic Republic of the Congo, Uganda and Kenya. Earlier in 2016, large influx of South Sudanese refugees was registered in Sudan.

The main drivers of forced displacement are conflict and chronic food-insecurity in South Sudan. Lack of diversified livelihood opportunities, constrained access to markets and poor social services contribute to food insecurity. Large parts of the economically productive areas in the country are isolated from markets and are vastly underutilized. South Sudan is a net importer of cereals and other commodities from Uganda and Kenya. These factors have resulted in a rapid increase in the food-insecure population.

\(\text{Figure 1 - IPC classification trends from 2013 and projections to 2017 in South Sudan (Source: FAO SS elaboration on IPC data series, Feb. 2017)}\)

\(\text{Figure 1 presents a trend of food insecurity in terms of the number of people in different Integrated Phase Classifications (IPC) in South Sudan. The graph’s curves depict the typical seasonal fluctuations in food security, with high levels of food security in the harvest season and low levels during the lean season. Over the past years, however, levels of food security have become progressively worse and lasted longer with each lean season. Correspondingly, the food insecure population in Phase 2 (Stressed), Phase 3 (Crisis) and Phase 4 (Emergency) has grown considerably. The severely food insecure population at the time of harvest has grown at an accelerating rate since 2013. Current conditions indicate that this trend will continue through 2017.}\)

\(^10\) SitRep Nov. 2016
\(^11\) Communication with UN personnel in Ethiopia
Episodes of Phase 5 (Catastrophe) have occurred in 2015 (Unity) and 2016 (Northern Bahr el-Ghazal). The risk of renewed episodes of Phase 5 in 2017 is very high and their scale may expand to Famine levels (at least 20 percent of the population of a county). It is anticipated that both drivers of food insecurity – i.e. violent conflict/insecurity in several areas and market system failure – will remain unchanged in the first half of 2017, coinciding with the dry and lean seasons. Humanitarian needs are predicted to drastically escalate by June 2017 with approximately 5 million people projected to be in IPC Phases 3 and 4, with unknown numbers in Phase 5. The capacity for humanitarian response will be hindered by insecurity and lack of access.

With the devaluation of the local currency, cereal prices have reportedly increased by three to five times in 2015 with a rising trend in 2016. In addition, the economic downturn along with insecurity has seriously disrupted the functions of markets with a marked reduction in the numbers of cereal wholesalers in major consumption centres. Similarly, consumers’ purchasing power has been significantly eroded by the further devaluation of the local currency in the parallel market, increasing transport costs and insecurity on the roads. Struggling wholesalers keep a steadily declining food stock beyond the economic means of most consumers and food imports have been effectively curtailed by lack of foreign currency. To summarize, the serious destabilization of the food production and distribution systems have resulted in severe food and nutrition insecurity, destitution and out-migration of households.

This project proposal has considered the challenges of operating in South Sudan and reflects a rethink in approaches and better use of contextual and political analysis. The action includes a more localized and deeper analysis of conflict, inter-communal grievances and inter-communal relationships in the borderlands of South Sudan.

1.1.1 Rationale

**Food Security and Early Warning Information Systems (Result 1)**

In the context of South Sudan with a volatile political situation, increasing conflict and economic stresses, it is critical to understand the underlying causes of food insecurity and the impact this may have on the pastoral and agro-pastoral communities. Currently the situation seems to be worsening due to renewed fighting, poor governance and market failure. The GRSS has limited capacity to coordinate and run a robust and flexible food security and nutrition information system. In recognizing this gap, EU has been funding AFIS (2013–16) and its’ precursor SIFSIA (2008–12). Both projects were designed to build the national and state information system in order to inform decision making. However, the desired outcome foreseen under the project’s Logical Framework was forced to change focus due to the changing and challenging context, which was fully backed by the European Union (EU) and the Government. The demand for information shifted from a development to more of a humanitarian focus. Accordingly, AFIS’ flagship product has become the IPC (Integrated Food Security Phase Classification), based on a solid partnership platform with WFP, UNICEF, OCHA, NGOs and GRSS. There has been a general acceptance and demand for the food security and nutrition analysis of the IPC for decision making, planning and monitoring in South Sudan – notably, the scale of needs and geographic targeting. This strategy adaptation becomes relevant for the continuation of the investments in the food security and nutrition information system for South Sudan.

The importance of the livestock sector and its real impact on food security remains poorly understood, and as such remains a major gap in overall food security assessments, including the work done currently on the IPC, which is underpinning much of the current humanitarian response. The development of a robust livestock information system should address this gap, and add value to an effective early warning system for pastoral and agro-pastoral communities. Similarly, recent efforts to better align humanitarian and development efforts within a resilience context analysis framework have brought out the need to better understand the risks that are facing these vulnerable groups. A better profiling of livelihood change and vulnerability would help to improve the targeting of the humanitarian and development response strategies.
The project addresses the gap in scope to cover areas where primary data streams are weak. This is very apparent in the above map where there are large gaps in monitoring information especially along the border areas of South Sudan. This project will fill those gaps by strengthening food security monitoring strategically in Abyei, and the Greater Upper Nile. Some of these areas are hit by conflict, which has been limiting access to ad-hoc assessment missions – e.g. crop assessment and FSNMS surveys. Remote sensing and GIS technology will ease access constraints and add an extra dimension to FSL analysis complementing primary data streams for ground-truthing. Working closely with local communities in targeted cluster areas along the borders will add value to livelihood analysis, challenges in accessing resources and trade across borders.

As the situation becomes more precarious, demand for timely and relevant information by governments, humanitarian and development actors to inform planning and response will continue to increase. Building on the AFIS achievements, the advocacy and communications strategy will be further developed, especially focused on shaping the response to early warning and indications of deteriorating food security, and mobilization of resources, informing geographic and timely targeting. Due to the crisis affecting public institutions, FAO needs to maintain its caretaker role, until the Government is ready to run the information system. Result 1 will provide crucial resources to continue fulfilling such essential functions, while preparing for GRSS capacity and post-conflict resilience and recovery planning platforms.

The opportunities provided by this project can only be maximized in South Sudan with carefully planned and executed synergies across the results and complementarities with ongoing projects implemented by FAO and other agencies, including capacity development of relevant institutions and implementing partners.

**Livestock and natural resources (Result 2 and 4)**

Livestock production is central to the country’s economy and to the sociocultural life of the rural population. The majority of livestock herders are agro-pastoralists who also engage in small-scale rain-fed cultivation of staple crops during the rainy season. Pastoralists make up a small proportion of the total livestock keepers (but they own larger herd sizes) and they graze their animals in the comparatively drier eastern parts of the country. Both groups are dependent on seasonal migration (see Figure 3), to provide pasture and water for...
their livestock but pastoralists cover longer distances compared to agro-pastoralists during such migrations. In addition to internal migration, the northern parts of South Sudan host about five million animals migrating from Sudan every year during the dry months (Dec/Jan to May/June). Tension between migrant and host communities sometimes flare up into conflict over resources. The migrant livestock share the available pasture and water for a period of six to seven months in the dry season putting a pressure on the resource base.

**Figure 3 - Livestock migration routes and livelihood zones**

A recent FAO (2016) livestock impact assessment showed substantial losses of livestock assets from better-off and middle wealth groups due to large-scale cattle raiding that targeted cattle camps with large livestock congregations. In some places, like Jonglei, such raiding was carried out in 2011 during the disarmament campaign. As a result, the livestock wealth gap between the poor and the middle and better-off wealth groups has considerably narrowed although the poor remain the most vulnerable group in absolute terms. Of note, the FAO findings imply that most of the raided livestock may be currently owned by various armed groups, leaving looted communities with limited or no options. Yet, despite incurring such losses, livestock production remains the primary choice of livelihood for pastoralists and agro-pastoralists – in part, because of the possibility to escape with few livestock when raiding happens, and due to lack of alternative livelihoods.

In addition, high livestock mortalities were caused by the concentration of livestock in confined areas for considerable time with limited pasture and water, since the traditional migration routes became inaccessible to herders beginning 2014. Livestock morbidity and mortality of significant economic and social importance were observed as the concentrations contribute to create conditions favourable to disease spread and led to frequent outbreaks of livestock diseases.

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12 For detailed information on the livelihood zones of South Sudan, please reference to: [FEWS NET South Sudan Livelihood Description](#).

13 Before the conflict, the middle and better-off wealth groups owned 5 and 12 times more livestock than the poor, respectively. After the conflict, the two groups only own, respectively 2 and 3.5 times more livestock than the poor.
Despite the difficulties, livestock production remains a viable and preferred livelihood option for most households in South Sudan. Cognizant of this fact, FAO has been engaged in various initiatives to support the sub-sector with service, input provision and capacity building. Some of these initiatives also extend to cross-border areas, in line with the objectives of the proposed EU project. For example, FAO has managed to coordinate the signing of an agreement on animal health between parties in Abyei through an EU-funded initiative expected to be extended under the present project. A transboundary animal health protocol was also agreed upon between South Sudan and Sudan through an FAO-organized workshop in Addis Ababa in 2013. FAO also facilitated the signing of a MoU between South Sudan and Uganda in 2014 and with Kenya in 2016. Since mid-2014, FAO has been implementing its Emergency Livelihoods Response Programme (ELRP) to respond to the needs of the population following the outbreak of war. FAO has vaccinated and treated more than 8 million animals, trained more than 1 000 CBAHWs through its implementing partners and through direct intervention in all ten states including the Abyei Administrative Area. Significant progress has been made in improving cold chain facilities in the country by installing a central hub in Juba and several stationary and mobile cold chain units up to the field level in all states of South Sudan. To ensure the smooth functioning of the units, 72 cold chain technicians were also trained on periodic maintenance procedures. Due to lacking government capacity FAO has also been vaccinating migrating livestock from Sudan to protect both the migrating and the local herd, and this service will likely to continue under this EU project.

In this regard, under this proposed EU project, Result 2 will focus on the provision of critical veterinary services to reinforce and scale out the on-going FAO initiatives, as detailed in the Logframe. This project will enhance the delivery of veterinary services in the border areas by capacitating local animal health professionals to provide harmonized vaccinations with adjacent cross-border areas and other treatment services, as required. This result will be linked to other FAO country vaccination campaigns, activities and support services to provide national coverage. This project will also provide the means to initiate and agree upon on animal health protocol between South Sudan and Ethiopia, similar to existing agreements with Uganda, Sudan and Kenya. Animal health activities will benefit from FAO and IGAD coordinated regional animal health initiatives and from FAO’s Emergency Centre for Transboundary Animal Diseases (ECTAD), which is the regional centre for planning and delivery of veterinary assistance to transboundary animal diseases. FAO’s Emergency Prevention System (EMPRES) will provide support, as well, in disease monitoring system by improving monitoring and reporting capabilities of people involved in animal health activities in order to signal early warning alerts for timely intervention and improved management of animal diseases.

Result 4 will enable FAO to provide critical assistance through pasture development and water provision for the border areas of South Sudan, where resource-based conflicts are common. Result 4 will be implemented in tandem with Result 2 and 3 to enhance equitable access and promote the efficient utilisation of the natural resource base; and strengthen community institutions to coordinate access to these resources. FAO will also make use of its successful experience from the Abyei project in providing opportunities to set up local and cross-border community negotiating platforms to resolve resource-based conflicts for unhindered movement of livestock through migration corridors, as dictated by the seasons. The project will learn from the peace building efforts with the communities of the Missiriya and the Ngok Dinka, as well as Northern and Western Bahr el Ghazal. Thanks to the introduction of simple mapping open source technology and FAO support, the communities themselves will be collecting information on common resources thus creating a solid common foundation for discussion and increasing long term sustainability. The activities will be based on the experience accumulated in Nigeria, Uganda, and Central America using the same technology. Collaboration and cross fertilization with bordering countries will be fostered.

FAO will continue to coordinate with other international organizations to promote peaceful movement of livestock between Sudan and South Sudan. The project will build on FAO’s experience to empower traditional institutions in the management of natural resources, development of cross-border grazing agreements (e.g. between the Karamoja, Turkana and Pokot), as well as pilot interventions for water and fodder production.
Additional experiences from the EU-funded project “Enhanced Pastoral Knowledge and Education for Resilient Livelihoods” in the Lakes State\(^{14}\) will be used to seek opportunities for an integrated and adapted approach for pastoralist communities. In building resilience against climate change and drought risks, FAO has accumulated competence working with pastoralists and agro-pastoralists through funding provided by Swiss Development Cooperation (SDC) in NBEG and Warrap and the Spain funded project in the Lakes. The project will build on the Pastoralist Field School (PFS) approach through which communities based fodder production groups could be organised also in order to add value to crop residues through the use of chopping and baling machines and as well as to address the education needs of these populations. The PFS approach is well-tailored to the specific context of the pastoral and agro-pastoral communities, their seasonal movements, livelihood systems and labour demands. The traditional field schools provide an excellent entry point and platform for improved knowledge and for bringing about attitudinal and behavioral change through livelihoods, literacy, numeracy life skills and basic skills training interventions.

As a contribution towards clarifying rights and governance of agricultural land, FAO SS will build on the work done with the MAFCRD to develop Agricultural Land Tenure Guidelines (ALTG). The project will draw direction from these guidelines together with the Voluntary Guidelines on the Governance of Tenure of Land, Fisheries and Forestry and the related technical guides – mostly the “Improving Governance of Pastoral Lands” guide - on how to establish viable tenure arrangements for the often-marginalized people. Result 4 will take forward the learning from BRACE II and SDC programmes which have been undertaking studies to explore change in land use and the land tenure system in both urban and rural contexts in South Sudan.

This result will also make use of the corporate FAO Communication for Development (ComDev), a result oriented communication process based on dialogue and participation that allows rural people to voice their opinions, share knowledge and actively engage in their own development. Further details of the activities under this result are provided in Section 1.2 and the Logframe.

**Crops, IGA and markets (Result 3)**

National crop production has been hampered by the conflict in South Sudan. FAO impact assessments among farming households show that the proportion of household cultivated land decreased from 72.6 percent at the onset of the conflict (2013) to around 26.7 percent, and that household food consumption from own production decreased from 3.6 months to less than two months, at the time of the study (Oct 2015). The attributing factors found in the study were the death of productive forces (young men), displacement patterns that disrupted cropping cycles and young men joining the army or militia groups.

During the relative peaceful period of 2011–2014, which also coincided with favorable climatic conditions, bumper harvests were recorded in South Sudan in incremental terms. However, the situation was reversed at the beginning of 2015 because of the escalation of violence in the surplus producing areas including rainfall shortage in specific locations resulting in a drastic rise in the aggregate food gap at the national level. According to the Crop and Food Security Assessment Mission (CFSAM, 2015), the significant production decline in 2015 has led to a shortfall of 380 000 tons for the 2016 marketing year at the national level (refer to Figure 4). This aggregate food gap is significantly higher by 54 percent compared to 2015 marketing year which is expected to further increase in 2017.

\(^{14}\) The EU funded pastoralist livelihood and education project in Lakes state is piloting an integrated approach to extend livelihood and education services in pastoralist livelihood and education field school (PLEFS) model with in cattle camps. The project has developed curricula for specific age groups (children, youth and adults) and training materials that can be adapted and used to improve mobile pastoralist communities.
During the worsening situation, evidence has shown the consumption of seed stocks reserved for next cropping season by 47 percent of the households monitored by FSNMS in Upper Nile and by 36 percent of the households monitored in Jonglei State for the 2016 marketing season. This is expected to have a negative impact on the quality and availability of seeds for the next cropping season. This implies that a much greater effort is required to supply households with agricultural kits in line with the agricultural season before border communities resort to out-migration.

In addition to inadequate livestock and crop production, household food security is impacted by the lack of diversified livelihood opportunities, restricted access to markets and poor social services. One finding of the FAO 2016 assessment was that rural households obtain cash income from limited livelihood activities – mainly from livestock, crop, “bush product”, fish and game meat selling. This indicates there is lack of know-how, capacity and technology to diversify despite huge potentials.

While reduced market access has been another limiting factor in the past, the further disruption of the few functioning markets by conflict-related road closures has effectively curtailed access to goods and services. In a country like South Sudan, markets become the prime target of insurgency and counter-insurgency warfare because of resources that can be looted by force. For example, the FAO 2016 assessment shows that livestock being trekked and trucked from Greater Bahr el Ghazal for the Juba market were ambushed en-route several times.

Even within the limited livelihood options in South Sudan, FAO 2016 assessment shows that the pattern of household cash income has been impacted by the conflict, not in terms of importance but in the proportion of cash contribution from each income group. Livestock contributed 39 percent of the household cash income before the conflict and its’ contribution increased to 43 percent after the conflict. This implies that livestock provided the major household cash income even in a conflict situation. On the other hand, the contribution from crop went down from 37 percent before the conflict to 23 per cent after the conflict, signifying how this sub-sector has been affected. Cash contribution from fishing was 16 per cent before the conflict but went up to 22 percent after the conflict, indicating the expansion capacity on fishing income. The contribution of cash income from selling game meat also increased from 8 percent before the conflict to 12 per cent after the conflict, indicating a desperate attempt that could possibly decimate the wildlife population. Impoverished households with no livestock assets or abandoned farm plots (due to insecurity or lack of inputs) are likely to take one of the two potential options left to them for survival. The first involves increased engagement in alternative livelihood activities that are

![Figure 4 - National cereal stock vs consumption requirements](image-url)
destructive to the environment (charcoal, fire wood production and game hunting). When such activities fail to provide enough income, the second option becomes out-migration.

In response FAO has been engaged in distributing agricultural kits to vulnerable farming communities. Challenges faced in such operations included lack of access (due to insecurity and weather conditions), late delivery and poor quality of inputs from suppliers and poor logistical capacity of partners. In 2015, FAO chartered an air service operator to ensure the timely distribution of crop seeds to inaccessible areas of Greater Upper Nile where over 1,100 tons of agricultural inputs were distributed in 23 locations in addition to 138,000 fishing and vegetable kits in the same region. FAO has also been fostering national seed production to support the local economy, through which 900 tons of seeds were purchased from Equatoria and Bahr el Ghazal regions amounting to 35 percent of all crop seeds purchased by FAO in 2016.

Result 3 will scale up FAOs past successful experience in establishing and supporting local seed producers and vendors and seed voucher schemes to border cluster areas. This approach not only enables farmers to access seeds and other inputs on time but will also stimulate the local economy through the injection of cash. Under this result, FAO will also procure cereal and vegetable seeds from other available sources to make up for the short fall from local seed production particularly in the first year of the project. Coupled with the technical support to be provided by FAO to seed vendors and farmers throughout the seasons, this project will: (i) provide households on the verge of out-migration an opportunity to produce own food; (ii) lessen dependency on food aid particularly in inaccessible areas; while (iii) revitalizing rural agriculture and local food availability as a result of the provision of appropriate inputs, technical support and increased cultivated area relative to the current level.

FAO’s ELRP experience shows that even one type of alternative livelihood intervention can make a difference in improving household nutrition and cash income. The income rise from fishing activities in 2015–16 was made possible through FAO’s ELRP intervention in providing technical training and the necessary fishing equipment in considerable quantities to thousands of households. Result 3 will identify, assess and determine a variety of viable livelihood options. It will consider locally available resources, existing and required local skills, potentials for increasing production or value addition and the marketability of produces/products and services within South Sudan and across borders. The project will refer to learning from the FAO ‘Caisses de résilience’ approach, a resilience-building initiative implemented in Uganda and Central African Republic to address social, technical and financial drivers to end hunger in rural communities severely hit by conflict through the Agro-pastoral Field School methodology. The combination of the three dimensions has shown to have a multiplier effect in the livelihoods of men and women farmers and pastoralists through the accumulation and diversification of income as well as household and community assets, two key sources for increasing livelihood resilience.

There are several barriers curtailing access to market opportunities in cross border agro-pastoral and pastoral systems. These include poor infrastructures (roads, holding grounds, water, dipping facilities, and veterinary services), limited access to market information and high cost of inputs, multiple taxes at border areas, inappropriate tax incentives for the sector, poor crop handling and post-harvest facilities and inefficient institutions to enforce regulations. South Sudan has failed to comply with standards and sanitary regulations due to these challenges and as a result have lost market value of livestock and agricultural products. The potential of South Sudan to increase its live animal and value added animal source products is high given the per capita livestock holding.

To enhance livestock trade protocols with neighboring countries, necessary market facilities will be installed in strategic border locations. Public-owned and managed livestock service facilities, such as slaughterhouses, slabs, live animal market yards, loading ramps, etc. often fall into disrepair because of mishandling, misappropriation of revenues and no financial provisions for repair and maintenance. Contracting out the management of such facilities to Public-Private Partnerships (PPPs) have proven to be not only profitable but also guarantees the regular maintenance of the facilities. A good example is Somaliland, where the public abattoir and the livestock market yard have been successfully managed by PPP companies. This project intends to introduce PPP management systems by building synergy with the Italian-funded Torit slaughterhouse and will use PPPs as a condition before constructing new livestock health and trade-related facilities in the cluster areas. The design and construction of animal health and
market-related facilities will be undertaken through Result 2, while Result 3 will deal with the management aspect of such facilities.

Where cross-border market activities appear to be vibrant, this project will also explore possibilities for initiating practices that add value to livestock. The focus on livestock trade and cross-border market dynamics under Result 3 recognizes the gap in understanding livestock trade in South Sudan and the relationship with bordering countries. Result 1 will also address this gap by collecting and analyzing livestock marketing information and link findings to regional cross-border trade analysis in collaboration with FAO Resilience Team for Eastern Africa (RTEA).

1.1.2 Alignment and strategic fit

The Government of the Republic of South Sudan has identified Food Security and Agricultural Development as major priorities as reflected in its Policy and Planning documents. These include: the South Sudan Development Plan (SSDP) 2011–2013, which provides general directions; and, the South Sudan Development Initiative (SSDI) constituting an investment plan accompanying the SSDP. However, due to the economic downturn, the SSDP was not implemented as planned by 2013 and its operational phase was extended to 2016. Since then, the worsening economic situation has not enabled the materialization of the SSDP or any rural development policies including the planned national hybrid livestock/agriculture extension system.

Other major policy-related initiatives include the Comprehensive Agricultural Development Master Plan (CAMP), which has been focusing on three major areas incorporating a detailed review of the agricultural policy framework, soil and climate analysis, and on the existing production patterns in the country since 2012. CAMP is still a work in progress and when completed it is intended to provide strategic guidance for agricultural transformation by 2040. Meanwhile, as an interim measure, the Government has adopted the Zonal Effort for Agricultural Transformation (ZEAT) to meet certain objectives. One aspect of this measure includes the National Agriculture and Livestock Extension Policy (NALEP), which provides directions on the organization and management of a hybrid public/private extension service system for the country. The country is also in the process of developing the Comprehensive Africa Agriculture Development Programme (CAADP) compact. While relevant to all the above-mentioned strategies, the proposed project fits in and strengthens the Draft Disaster Risk Management Policy of the Republic of South Sudan and the National Gender Policy of 2013.

The proposed interventions are in line with FAO’s Country Programming Framework (CPF 2016-17). Specifically, the initiative will support Outcome 1 “sustainable increases in production, productivity and nutrition security realized” by increasing availability and access to productive assets among farmers, livestock keepers and fishers, and at the same time promoting access to viable alternative income generating activities. It will also support Result 3 of the CPF “resilience of households to food and nutrition insecurity is strengthened” by diversifying, strengthening and securing the livelihood resource bases for at risk households in cross-border areas, as well as collecting and analysing food security and early warning information to inform timely decisions and response. The proposed interventions are also in line with FAO’s Corporate Strategic Objectives 5, which aims “to increase the resilience of livelihoods to threats and crises”. This project is also aligned to a recent FAO initiative resulting in a new Technical Guideline that advocates establishing viable tenure arrangements for the often-marginalized people with special focus on improving the governance of pastoral lands, such as that of South Sudan.

The proposed project would complement other major cross-border initiatives coordinated by IGAD in the region. These include:

15 The FAO guideline on improving pastoral land tenure was developed in cooperation with the International Union for the Conservation of Nature (IUCN), the Commission on Environmental Law (CEL) and the Commission on Environment, Economy and Social Policy (CEESP). http://www.fao.org/news/story/en/item/454844/icode/
• **Regional Pastoral Livelihoods Resilience Project (RPLRP):** This is funded by the World Bank as a direct support to the IDDRSI and the corresponding Country Programming Papers. The project has a five-year duration January 2015–December 2019 with a total budget of US $197 million (IGAD US $5 million, Kenya $77m, Ethiopia $75m, Uganda $40m). The overall objective of the project is to enhance livelihood resilience of pastoral and agro-pastoral communities in drought prone areas of the Greater Horn of Africa. South Sudan is missing from this project.

• **Drought Resilience and Sustainable Livelihoods Programme (DRSLP I, II & III):** This program is financed by the African Development Bank in three phases with a total amount of 300 million US dollars. Also known as the “Feed my cow” program, its main objective is to improve the living conditions of targeted rural communities by improving farm incomes and access to water to increase sustainable resilience to drought. The project covers Djibouti (I & III); Ethiopia (I – III); Kenya (I); Somalia (II); Sudan (II-III); IGAD (I & III). South Sudan is not covered by this project.

• **Regional Fund to Strengthen Drought Resilience in the Horn of Africa:** The program is financed by the German bank of cooperation (KfW) and the total amount for the cross-border areas of IGAD is 42 million Euros covering Ethiopia, Djibouti, Kenya, Uganda and Somaliland. South Sudan is not covered by this project.

• **IGAD-FAO Partnership Programme on Drought Resilience:** The programme is funded by Swiss Agency for Development and Cooperation (SDC) with a budget of USD 10 million over 5 years, covering Ethiopia, Kenya and Somalia with a focus on ‘Mandera Triangle’.

Of the above initiatives, South Sudan was scheduled to be part of the World Bank-financed RPLRP programme along with Kenya, Uganda and Ethiopia, where country programmes are being implemented. However, with the departure of the World Bank from the country in July 2016, the chances for South Sudan to join this group has become slim, at least in the current context. The EU project will, therefore, play a crucial role in covering this substantial gap not only in the borderlands of South Sudan but also in safeguarding the gains made by the RPLRP Project in the bordering states.

The map in Figure 5 indicatively shows the areas highlighted in blue that are covered by the IGAD/IDDRSI cross-border initiatives and demonstrates where South Sudan has been omitted. The borderland areas shaded in orange will be covered by this proposed EU project for South Sudan and will address gaps in two major areas consisting of the borderlands of South Sudan/Sudan (with a focus on Abyei and Upper Nile clusters). These borderlands, not yet covered by any of the IDDRSI cross-border initiatives, are of paramount importance from the perspectives of traditional transboundary livestock migration and, of recent, from forced human migration happening in the directions of Sudan and Ethiopia.
Figure 5 - Targeted Cross-Border Areas by IDDRSI in the Region and this Project’s Cluster Areas (indicative)

Other Policy Frameworks this project is aligned to include the following:

- FAO Country Programming Framework for South Sudan (2016–17);
- FAO South Sudan Resilience Strategy (2016–2018);
- Interim Cooperation Framework of the United Nations Country Team (UNCT) in South Sudan (2016–17);
- Renewed Partnership to End Hunger in Africa by 2015 (an initiative involving AU, Instituto Lula and FAO, among others);
- 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals;
- Sendai Framework for Disaster Risk Reduction (2015–2030);
- SUN (Scaling Up Nutrition) Movement Country Network;
- Paris Agreement 2015;
- IGAD’s Drought Disaster Resilience and Sustainability Initiative-IDDRSI (specifically through South Sudan Country Programming Paper);
- African Union (AU) Commission Agenda 2063 and Livestock Development Strategy for Africa (LiDeSA);
- Committee on World Food Security Framework for Action for Food Security and Nutrition in Protracted Crises (CFS–FFA);
- Main policy framework under FAO Strategic priority 5 for protracted crisis; and
- With the first domain of the EU’s Trust Fund on strengthening resilience of the most vulnerable, improving governance and conflict prevention, and reducing forced displacement and irregular migration.

1.1.3 FAO’s comparative advantage

For over 40 years, FAO has been working across both humanitarian and development spheres in South Sudan to protect, save and restore livelihoods, reduce food insecurity and malnutrition, address climate
change and improve the resilience of livelihoods and agricultural systems. Specifically, FAO has been supporting agricultural production for vulnerable households through technical support and coordination, promoting sustainable land management practices and improving production technologies and marketing opportunities. Notably, FAO played a key role in the eradication of rinderpest in South Sudan when it was the only remaining country with rinderpest in the world.

Following the Comprehensive Peace Agreement (2005) and independence (2011), FAO worked with the Government on capacity development for the transition period, along with providing humanitarian and resilience-building programmes to address food and nutrition insecurity among at-risk populations. FAO has been instrumental in supporting the Government to develop key policies and strategic frameworks for the agriculture and natural resource sectors, and facilitated the establishment of the Food Security Council – the country’s highest decision-making body in food security, which is chaired by the President of South Sudan.

Since independence of South Sudan, FAO has taken cross-border interventions and initiatives to engage with borderland communities to improve food and nutrition security and to enhance social stability and prevent conflicts. At a regional level, FAO has worked with these communities to ensure the formulation of harmonized regional frameworks on livestock disease, livestock and human movement, trade tariffs, etc. that work across borders, in addition to its emergency responses described in Sections 1.1.1 and 1.1.2, above.

With the current conflict that erupted in December 2013, FAO has been responding to the different needs with a multi-track approach to resilience building (i.e. survival, emergency and development), depending on the populations’ needs, vulnerability and access. FAO’s Representation in South Sudan has a portfolio of up to USD 80 million annually, split between its Emergency Livelihood Response Programme (ELRP) (60 percent) and development/resilience programmes (40 percent). The bulk of resilience and development funding is currently concentrated in Greater Bahr el-Ghazal region and Eastern Equatoria State.

In addition to leading and facilitating agriculture technical working groups at national and state levels, FAO in partnership with international and local actors provides the bulk of the food security and nutrition information that informs the emergency response, and guide both response interventions and country programming in its capacity as Co-Chair of the Food Security and Livelihoods (FSL) Cluster. FAO’s independent evaluation identified its’ emergency operations of FAO (livestock, crop and fishing) playing a crucial role despite the difficult circumstances and the AFIS project as effective in a context where information is scarce.

In the Abeyi Administrative Area, FAO is implementing an EU-funded project. This project seeks a balanced approach that combines confidence and peace building with livelihood interventions for the communities of the Missiriya and the Nggok Dinka. In Northern and Western Bahr el Ghazal, FAO is further coordinating with other international organizations in the area to promote peaceful movement of livestock between Sudan and South Sudan. In building resilience against climate change and drought risks, FAO has accumulated competence working with pastoralists and agro-pastoralists through funding provided by Swiss Development Cooperation and the UK Department for International Development, as well as the EU-funded project “Enhanced knowledge and education for resilient pastoral Livelihoods” in Lakes.

To address the inherently more complex needs of pastoralists, many of whom rely on covering vast territories in opportunistic ways, FAO, with the support of the International Union for Conservation of Nature, the Commission on Environmental Law and the Commission on Environment, Economic and Social Policy, has produced a technical guide on how to establish viable tenure arrangements for the often-marginalized people. ‘Improving Governance of Pastoral Lands’ is part of a series of publications offering insight on how to implement the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security, a landmark initiative whose global endorsement in 2012 was begun and brokered by FAO.
FAO has also been pro-actively contributing to inter-agency platforms, namely:

- The Livestock Working Group, co-chaired by the Government and FAO involving NGOs operating in the sector. This group is tasked with updating who is doing what where and for realigning coordination and intervention activities in the sector.
- The Agriculture Working Group, co-chaired by the Government and FAO including NGOs operating in the sector, with similar tasks, as above, for the crop sector.
- The FAO/WFP co-chaired Resilience Outcome Group for Interim Cooperation Framework.
- The joint FAO/WFP/FEWS-NET rollout of the Food Security Information Network (FSIN) in South Sudan, leading crop assessment, Crop and Livestock Market Information System (CLiMIS) and agro-met, co-leading with WFP-led Food Security and Nutrition Monitoring System (FSNMS) and its new urban component, and supporting the UNICEF-led Nutrition Information Working Group.
- The FSL Cluster and humanitarian coordination platforms.

1.1.4 Stakeholder consultation and engagement

The stakeholders of this project are:

- Conflict affected or marginalized rural communities (consisting pastoral and agro-pastoral, women and youth and IDP groups). These groups will be the direct beneficiaries of various project activities. The main benefits they receive will translate into the protection of assets and enhanced food security and income, as stated in the outcomes of this project.
- Neighbouring States benefitting from livestock vaccination programs implemented inside South Sudan borders and from increased cross-border trade engagements.
- Regional bodies such as IGAD extending their sphere of activities to new border areas of Sudan and Ethiopia in policy coordination and in the materialization of the IDDRSI objectives.
- Multi-lateral stakeholders (UN agencies, particularly UNICEF, WHO, UN-OCHA and WFP) and resource partners. These stakeholders will benefit from the information and data generated, analysed and transmitted using the data for planning, programming and decision making.
- Relevant Line Ministries including ministerial staff at the local county/state and national levels whose capacity will be strengthened to become effective regulators and project implementers.
- Implementing partners: NGOs and CBOs.
- Other development partners who implement activities on the ground in South Sudan and organizations operating within the FSL sector.
- The African Union. This project will contribute to its Pastoral Policy Framework.
- EU institutions, especially the EU delegation in South Sudan, which will provide oversight on the progress and challenges of implementing the action.
- The FAO and its various ongoing programmes, including the EU funded projects, to build complementarities and synergies at geographic or programmatic levels.
- The FAO sub-regional, regional and HQ Offices.

1.1.4.1 Stakeholder engagement

The project will be implemented through partnerships and memoranda of understanding among the various above-mentioned stakeholders. At the local level, beneficiary identification, sensitization, mobilization will be initiated at inception in the form of rural appraisals, community participatory approaches and focus group discussions, in close collaboration with the Ministries of Agriculture and Livestock at the county and payam levels and NGO partners operating in the border areas. Communication platforms for stakeholders involved at the state and national levels will benefit from timely policy and technical briefs, while regional stakeholder engagement will involve IGAD. Stakeholder engagement with project governance is indicated in Section 2.2.

1.1.4.2 Grievance mechanism

A robust monitoring and evaluation strategy [see Section 2.3] will be developed during inception which will include beneficiary feedback mechanisms as part of the project’s adherence to accountability to affected population principles. With regard to field level beneficiaries, feedback mechanisms will be
integrated in the community-based consultations and communication for development tools and will cover both FAO directly implemented activities as well as services outsourced through NGOs and CSOs. Institution beneficiaries will mostly voice their concerns through the project governance bodies.

1.1.4.3 Disclosure

All information disclosed to beneficiary populations transmitted by the Action will be based on local knowledge systems, taking into account do-no-harm principles and adapted to the main languages spoken in the border lands.

1.1.5. Knowledge Sharing and Lesson Learned

As mentioned above, FAO-South Sudan and FAO’s regional knowledge and learning has influenced the project design. FAO’s independent evaluations in 2015 highlighted the changing context for operations and shrinking space for development, capacity building of the Government of South Sudan and policy implementation. Key areas of learning from previous and ongoing FAO programming concluded that: FAO-South Sudan should ensure it continues to play a strategic leadership role in the humanitarian response to the South Sudan crisis and in the agricultural sector more broadly, maintaining its “analytical edge”; and as FAO-South Sudan implements its resilience strategy since April 2016, it ensures greater synergy between humanitarian and development programming.

Agriculture and Food Information System for Decision Support (AFIS)

Against a backdrop of a large-scale food security crisis and GRSS institutional challenges, the European Union-funded and FAO-implemented project “Agriculture and Food Information Systems for Decision Support (AFIS)” has made significant strides in standardizing methodologies, in building the capacity of public sector institutions and NGO to gather, analyse, and produce agriculture, food security and nutrition information, in supporting the institutions to regularly validate and disseminate information products, and in communicating to promote the food security and nutrition agenda with high level decision makers.

AFIS succeeded in collecting food security information in difficult-to-reach areas by training partners in data collection and analysis, and positioning field-based information managers. This results in a more resilient information system that is better able to withstand various shocks whilst providing an engaging level of information into the future. Given the prevailing political, institutional and aid policy changes in the South Sudan context, AFIS adapts to the context by maintaining its capacity building focus while scaling up the response to humanitarian information needs. This was achieved through its pivotal role in enhanced partnerships, including UN agencies (WFP, UNICEF, OCHA), Food Security & Livelihood and Nutrition Clusters, and NGOs. This strategy has broadened the scope of AFIS action beyond GRSS institutions only and has been reflected through revision of the project Outputs.

AFIS has significantly contributed to the adoption of the Integrated Food Security Phase Classification (IPC) as the only stakeholder platform for decision support – in the absence of concrete information requirements for non-humanitarian planning - including the full integration of food security and nutrition information. Moreover, AFIS has been developing a crop monitoring system that strengthens the annual FAO/WFP/MAFS Crop and Food Security Assessment Mission (CFSAM) – i.e. the only source of crop statistics in the country. A market information system has been built, in close partnership with NBS and building on synergies with FEWS NET and WFP.

AFIS responded by strategically absorbing risks into the project implementation framework and by promptly responding to increased demands for information. Lessons learned during AFIS inform the strategy to minimize the risk of information system failure.

The project begun in January 2013 and, with a cost-extension granted by the EU and complementary funding from Australia and WFP, has ended in December 2016. Over the last four years, Agriculture and Food Information Systems has been consolidated as a key FAO programmatic area in South Sudan. Bridging funds from Canada and OFDA ensure continuity in 2017, while a 4-year DFID contribution
supports the activities in the Greater Upper Nile region. The Result 1 under this project will ensure the core funding for three years.

**The Abyei Model**

The European Union-funded and FAO-implemented project, “Improving Livelihoods, Social Peace and Stability in the Abyei Area” (2015-2017; EUR 1.1 million) – also referred to as the “Abyei Model” – is based on the concept that dialogue is a valued solution to conflict. FAO has been developing methodologies that promote improved trust among actors in order to strengthen social cohesion. This approach starts from the concerned local actors who have to face, not only the specific reasons of the conflict, but also the high uncertainty of global/regional environmental processes, their causes and the effects on their lives. In view of the growing competition over limited resources among actors and territories and the decreasing credibility of public administrations, this approach focuses on establishing and maintaining social dialogue within the territory and restructuring and/or strengthening territorial institutions. The long-term aim of the project is to reach a negotiated agreement defining territorial development activities that allows the realisation of the actor’s environmental, social, economic and cultural investments and activities and recognises them as promoters of their own development.

However, in the specific context of an ongoing conflict, a huge gap exists between the present reality and the long-term objective. This is where flexible interventions are needed, targeting concrete elements of the livelihoods of the concerned parties. The assessment process (including stakeholder and power asymmetries analysis and natural resources management) took a long time to adapt to the political context. Due to the sensitivity of South Sudanese accessing the Misseriya-controlled area, FAO field staff had to negotiate with UNISFA and AJOC Sudan local authorities in order to obtain force protection to access the northern side of Abyei. Training of community animal health workers and vaccination campaigns targeting livestock belonging to Misseriya nomadic communities were thus identified as the most practical (and quickest) entry-point in order to provide immediate results (i.e. improving animal health) as well as to allow FAO to involve members of both communities in a specific action. The veterinary services were therefore provided to the Misseriya livestock community in both Dinka Ngok and Misseriya controlled areas thanks to FAO’s engagement in dialogue and negotiation with key stakeholders of both communities.

Moreover, a peace agreement achieved by traditional leaders of both ethnic groups allowed Misseriya pastoralist nomads crossing the buffer zone, patrolled by UNISFA, and access into Dinka Ngok grazing areas significantly contributed to smoothing FAO livestock interventions. Access by FAO South Sudan and Dinka Ngok veterinary teams into Misseriya controlled areas reinforced the trust and confidence between the two ethnic groups. This, in turn, had an impact on the livelihoods of both communities, strengthened by the animal health services offered by FAO, and the protection of their most important assets (i.e. livestock) from disease, and sometimes even death. Communities rely heavily on their livestock for dairy products. A sick animal produces less milk, which has a substantial impact on nutrition and income. As a result, credibility towards FAO has increased, enabling other trust building activities like fishery interventions targeting Misseriya nomads in agreement with Dinka Ngok local authorities.

Lessons from the Project have been - and will further be - shared with FAO’s Sub-regional bodies, including ECTAD and the Resilience Team for Eastern Africa (RTEA), and the Inter-governmental Authority on Development (IGAD). The “Abyei Model” contributes to the learning of effective surveillance of TADs and delivery of veterinary assistance responding to the threat of trans-boundary animal health crises in politically sensitive areas. The Project will also produce important lessons to improve resilience programming in South Sudan, including scalable activities within the less accessible borderlands.

**1.2. EXPECTED RESULTS**

A Logical Framework Matrix (LogFrame) for the Project is provided in Annex 1. This will be validated and adjusted according to the baseline study scheduled during the inception phase.
1.2.1. Overall Objective

The overall objective of the Project is to improve governance and conflict prevention to reduce forced displacement and irregular migration in cross-border areas of South Sudan. This will contribute to Objectives 2 and 4 of the EU Emergency Trust Fund for Africa on: “strengthening resilience of the most vulnerable; improving governance and conflict prevention; and reducing forced displacement and irregular migration”. The Project is also aligned with the first domain of the Valletta Action Plan on “development benefits of migration and addressing root causes of irregular migration and forced displacement”. Similarly, the Project will contribute to Government’s South Sudan Development Plan (2011–2016).

The Project’s overall strategy will draw on lessons learned from the EU-funded “AFIS” with regard to building resilient information systems for evidence-based decision support (Result 1) at country level. With regard to Result 2, 3 and 4, the Project will build on the “Abyei model” of support in borderland areas of low level community conflict for stemming irregular migration driven by economic deprivations until a political solution can be reached. The “Abyei model” pillars are as follows:

i. Improving food security, income and resilience of target communities through livelihood interventions and market access support to nurture economic interdependence and cohesiveness of communities for peaceful co-existence.

ii. Enhancing the common use of natural resources within borderlands of South Sudan to reduce local-level conflict through a sustained community peace building process involving all stakeholders.

iii. Applying effective communication tools for promoting development goals on shared community interests to improve governance at local levels.

The Project will therefore operate on the notion that conflict has adverse effects on food security, nutrition and household income. On the other hand, while food insecurity can also be a source of conflict, it is never the one single factor behind the strife. More importantly, little is known about how and to what extent food security could prevent conflict and sustain peace. The food security and early warning information system will further the understanding of the complexity of the context dynamics and contribute to narrow this knowledge gap.

1.2.2. Specific Objective

The specific objective of the Project is to improve household food security, nutrition and income and enhance livelihood resilience of pastoral and agro-pastoral communities, particularly in cross-border areas of South Sudan. The Project will work in collaboration with pastoral and agro-pastoral communities to implement evidence-based interventions with specific focus on youth and women groups. In this context the Project will contribute towards finalising Government’s Draft Disaster Risk Management Policy and development of a Comprehensive Africa Agriculture Development Programme (CAADP) Compact for South Sudan. Moreover, the Project is in line with FAO’s Country Programming Framework (2016–2017).

The Project’s approach involves employing a set of carefully designed interventions that complement each other to achieve the intended objectives. In the selected borderland areas, improved access to veterinary services and traditional grazing reserves will not only increase household milk and meat production but will also reduce mortality and morbidity levels thereby protecting livestock assets for reproduction. This intervention will also reinforce household income from livestock assets through enhanced access to cross-border livestock markets.

The Project will also focus on identifying viable alternative livelihoods that also include value-addition initiatives to engage women and youth groups in particular with meaningful income generating activities (IGAs) such as those related to bush and forest products, honey and small livestock. Such IGAs will provide new income sources for disadvantaged groups while their viability will be maintained by establishing market linkages with potential buyers (including cross-border markets).
Furthermore, household food security and nutrition will be improved by focusing on increasing income generating activities related to livestock value chain and improved management of resources.

While access to natural resources will be enhanced through peace-building platforms, it will also pave the way for communities to strengthen traditional management systems in regards to access and rehabilitation of the natural resource base, including crop and grazing land use, transhumance corridors, and water points. These interventions will lead to improved natural resource management for community resilience in the borderland areas. Moreover, the Project provides the first ever ecosystem approach for South Sudan and strategically supports the implementation of otherwise missing South Sudan component in current sub-regional initiatives in support to pastoralist communities. Through evidence-based programming and in the framework of existing regional platforms, including IGAD, FAO-ECTAD and RTEA, the Project will work alongside South Sudan national partners, including GRSS, local/traditional authorities, NGOs and CBOs.

In addition to improving food security and nutrition information, analysis, early warning and dissemination, the Project will also embark on collecting livestock information on regular basis. At country level, the information generated will guide the evidence-based policy and institutional capacity, prioritization of humanitarian and resilience programmes, and hazards preparedness, prevention and management. Moreover, the information will lay the ground for the Project to re-adjust its approach in the Cluster Areas in line with the prevailing priority needs of communities for enhancing resilience, while providing a critical tool for evidence-based response and decision making at cluster, national and regional levels. A strategic and relevant communication strategy will be implemented alongside all results to ensure the targeted audiences are engaged in the process of listening and inter-acting, building trust, sharing knowledge and skills, building policies, debating, and learning for sustained and meaningful change at all levels.

The Project will focus on three areas in South Sudan bordering:

i. South-West Sudan – the “Abyei/NBEG Cluster”, centered in Abyei, Aweil and Kwajok;
ii. South-East Sudan – the “Upper Nile Cluster”, centered in Maban;
iii. Uganda, Kenya and Ethiopia – the “Karamoja Cluster”, centered in Torit and Kapoeta and including the Akobo area. In order to facilitate the project planning and implementation, as well as to harmonise the project to the IGAD approach, the Akobo area is subsumed under the Karamoja Cluster.

Moreover, the overall co-ordination of the four Project Results and the three Project Cluster Areas will be implemented at three levels: (a) regional/cross-border; (b) national; and (c) cluster/community.

1.2.3. Expected Results

The specific objective of the Project would be achieved through the generation of the following four expected results and 15 key activities, as indicated in the work plan:

**Expected Result 1:** Pastoral and agro-pastoral food security and nutrition and early warning information systems strengthened in South Sudan and its border areas to improve regional and national policy and response capacity

Expected Result 1 aims to ensure that national and regional food security and nutrition sector policies, strategies, plans and interventions are informed by evidence from project-supported data collection and analysis and information management systems.

Interventions under the Result will provide an extension of the current European Union-funded AFIS project, a four-year project implemented by FAO (Section 1.5.1). The Result will build on progress achieved by AFIS, with an increased emphasis on the livestock sub-sector to provide comprehensive food security and early warning information across South Sudan and, in particular, its cross-border areas. It aims at enhancing evidence-based (i) food security risk management, (ii) response planning and policy analysis for humanitarian relief and resilience building, and (iii) institutional capacity for decision making.
Strategic communication of the information and analysis will be addressed under the Result, ensuring that the outputs will reach the right people in the appropriate knowledge product to guarantee informed strategic decision making at all levels, i.e. sub-national, national and regional. This will be achieved through:

- Building on existing data streams to produce otherwise unavailable data on crops, livestock, markets, agro-met and other indicators important in agriculture-based livelihood systems.
- Strengthening information systems – including the CLiMIS web-portal - to ensure early warning on impending crises and timely dissemination of threats to pastoral and agro-pastoral livelihoods.
- Consolidating strategic partnerships with the Food Security and Nutrition Information Network (FSNIN)\(^{16}\) and Food Security and Livelihood (FSL) Cluster at national level, and regional platforms with FAO RTEA and IGAD specialized bodies.
- Developing geo-spatial tools – including remote sensing and GIS - for environmental monitoring in the three Cluster Areas.
- Facilitating evidence-based response and policy analysis, consensus building and informed decision using the IPC at national level, and at a local level with the Livelihood Monitoring and Analysis (LIMA) networks and Co-ordinated Local Livelihood Response Planning (CLRP) forums.
- Expand on the communication strategy to engage local, sub-national, national and regional actors involved in coordination, response planning, policy and decision making mechanisms.

The Project will maintain all existing country-wide data streams currently operated by AFIS while expanding coverage to Abyei and enhancing the granularity in the cross-border Cluster Areas. The Project will support partners in collecting, analysing and disseminating information on household food security and nutrition, crop production, markets and rainfall data and, at the same time strengthen the pastoral and agro-pastoral early warning systems (EWSs) by including, among others, biophysical indicators of livestock production, livestock migration, terms of trade, livestock diseases and pastoral/agro-pastoralists coping strategies. Complementary remote sensing and geo-spatial information systems will be established to map and track biophysical resources that influence pastoralist mobility and access to natural resources in the three Cluster Areas. This activity will contribute to a harmonised EWS and complement data collection and analysis in neighbouring countries to allow for comparative risk and vulnerability analysis, response planning and alignment to existing regional systems within IGAD.

FAO will continue to facilitate the analysis and production of food security information, such as the IPC and the CFSAM, while contributing to strengthening nutrition information. The FSNIN will continue providing an excellent platform for co-ordination, consensus building and dissemination of food security and nutrition information to inform policy formulation and response decisions. FAO/RTEA and IGAD will provide a regional dimension to the analysis by using corresponding early warning data and information systems in bordering countries to inform regional prioritisation of resources, programming and policy – e.g. the regional Food Security and Nutrition Working Group.

In addition, the Project will focus on building capacity at a local level in the three Cluster Areas through LIMA and CLRP, engaging local government and non-governmental partners in forums structured according to FSL Cluster – in line with UK/DFID-funded and FAO-implemented South Sudan Humanitarian Programme (HARISS). Establishing networks of local actors will enable inclusive processes for validating existing data and contributing additional data, e.g. field assessments, humanitarian assistance (i.e. who is doing what and where?), resilience building and agricultural and rural development interventions – as well as qualitative information on livelihood change, risk mapping and conflict analysis. LIMA is expected to generate early warning signals and, in case of abnormal events, FAO will coordinate joint rapid assessment with WFP, OCHA, and NGO partners.

\(^{16}\) The FSNIN is the South Sudan chapter of the global Food Security Information Network (FSIN), an inter-agency initiative between FAO, the World Food Programme (WFP) and the International Food Policy Research Institute (IFPRI), with the integration of nutrition through ad-hoc participation of FEWS NET and the United Nations Children’s Fund (UNICEF) in South Sudan.
During local-level response planning, FAO will organise and lead local government and non-governmental partner forums through a process of reviewing existing on-going humanitarian interventions and development projects to determine gaps and conduct evidence-based response analysis. Such local level consultative process will build complementarities and potential partnerships among different result activities and develop contingency plans based on early warning of possible anomalies. The response planning will be systematically documented for dissemination, ease of reference and retrospective analyses. These activities will learn from the piloting of LIMA and CLPR in the Greater Upper Nile area and complement work of HARISS Programme. The planning process will also include processes identified under all results, especially around management of natural resources, access to markets and alternative livelihoods, mechanism to reduce conflict and forced migration.

In summary, it is anticipated that Result 1 will be achieved through three key activities:

i. **Improve data collection and analysis, information management and monitoring systems** (including the establishment of 27 additional County Crop Monitoring Committees (CCMCs) for reporting, publishing and dissemination of annual CFSAM reports, the establishment of 25 additional market and 12 additional agro-met data sites, the extension of the half-yearly food security and nutrition monitoring (FSNMS), the inclusion of a database/portal in the South Sudan Crop and Livestock Market Information System (CLiMIS), updating and publication of land cover/land use maps and the piloting/reporting the use of remote sensing for crop monitoring).

ii. **Strengthen evidenced-based analysis, consensus building for informed decision making** (including the live maps in CLiMIS, the training, certification and support to 29 new IPC practitioners, the establishment and support to 8 LIMA networks in the Cluster Areas and an annual review and update national FSNIN operational strategy).

iii. **Improve communication and reporting for evidence-based co-ordination and decisions at cluster area, national and regional levels** (including the preparation, publication and dissemination of 78 food security and early warning information, advocacy tools and policy recommendations and 14 CLRP documents, the establishment of 1 livestock policy platform and support to 15 regional food security and cross-border livestock forums, and the development and successful implementation of a project communication and visibility strategy).

Further details are provided in Appendix 2 (Work Plan/Results Chain)

**Expected Result 2: Trans-boundary animal disease (TAD) prevention, detection and control measures in South Sudan border areas strengthened and harmonised**

Expected Result 2 aims to ensure that outbreaks of TADs are significantly reduced in border areas of South Sudan through a more effective national surveillance, diagnostics, reporting and control system and to protect the livelihoods of 188,500 pastoralist and agro-pastoralist households through well-targeted campaigns to vaccinate and treat their animals.

Interventions under the Result will target the Karamoja17 (South Sudan), Upper Nile and Abyei/NBEG Cluster Areas and focus on cross-border animal population but will be extended to in-country areas of livestock interface, building synergies with the well-established FAO animal health programme across the country. Preventive vaccination campaigns against TADs such as Lumpy Skin Disease (LSD) and Contagious Bovine Pleuro-Pneumonia (CBPP) in cattle and Peste des Petits Ruminants (PPR), sheep pox and Contagious Caprine Pleuro-Pneumonia (CCPP) in sheep and goats will be implemented across all three Cluster Areas. The vaccination programme (reaching 1.395 million heads) will be implemented alongside treatment against external and internal parasites and trypanosomiasis (reaching 195,800 cattle) and will

17 As above mentioned, in this project the geographic scope of the Karamoja Cluster includes the Akobo area.
leverage support from the on-going FAO emergency response programme in South Sudan and FAO’s Emergency Centre for Trans-boundary Animal Diseases (ECTAD) regional animal health work.

The Result also aims to reduce morbidities and mortalities thereby contributing to improve productivity, household economy, food security and access to animal protein and safe livestock marketing – in line with the project objectives geared towards strengthening the livelihood resilience of target communities in South Sudan border areas. The Project will make use of existing cold chain facilities installed by FAO and repair and maintain those facilities not functioning effectively. Efficient implementation of TADs prevention, detection and control requires adequate human resource capacities and provision of veterinary inputs including vaccines, drugs and equipment as well as their safe storage, handling and transportation. This will be achieved through:

- Training and supporting of community animal health workers (370 CAHWs through 14 training courses) and government and private sector veterinary personnel on vaccination, sampling, testing, cold chain management and reporting.
- Development and support of supply systems for (i) vaccines of prioritised diseases such as PPR, Sheep Pox, LSD, CBPP and CCPP; and (ii) de-wormers and trypanocides – based on animal populations at each Cluster Area.
- Procurement and distribution of equipment and supplies such as ice boxes, vaccination gear, and mobile telephones.
- Procurement and supply of basic field laboratory (3 TAD diagnostic kits).
- Piloting and establishing a cost recovery system wherever possible.

FAO will implement preventive vaccinations against LSD, sheep pox, CBPP, PPR and CCPP accompanied by the application of de-wormers and trypanocidals on animals that have clinical conditions suggestive of internal parasite infestation. The Project will conduct sero-conversion using a suitable number of samples collected at the time of vaccination and after a reasonable length of time and according to established international protocols. During an outbreak, in addition to a “ring” vaccination campaign, the Project will engage with the local authorities and traditional institutions in border areas to implement measures to further control any disease outbreak. In an event of outbreak, laboratory and veterinary epidemiology staff will carry out an investigation and confirmation of the disease to inform early action.

The overall co-ordination of animal health service delivery under the framework of the Result will be implemented at three levels, namely:

i. At the **regional/cross-border level**, co-ordination will involve harmonisation and synchronisation of activities and information sharing between neighbouring countries. It will also include participation of South Sudan to: laboratory and veterinary networks; cross-border animal health coordination (i.e. existing memoranda of understanding (MoUs)); and facilitation of an animal health agreement between South Sudan and Ethiopia. IGAD, with support from FAO’s sub-regional RTEA and ECTAD, will facilitate consultation, dialogue and signing of new cross border MoUs between South Sudan and its neighbouring countries on animal disease prevention and control, including ‘safer trade and movement’ schemes.

ii. **National-level** co-ordination will involve sharing of lessons, experiences across Cluster Areas and complementarity with other on-going veterinary activities in the country. This will also involve standardisation of intervention procedures in line with neighbouring countries. Moreover, the existing in-country animal health policy framework and institutional capacities will be reviewed.

iii. **Cluster Area/local-level** co-ordination of animal health activities will be led by the FAO Cluster Area Co-ordinators and involving state-level government and private veterinarians. At this level, co-ordination will be undertaken between animal health personnel from both sides of concerned borders. Annual animal health meetings will be conducted in the Cluster Areas, involving all key stakeholders, including local authorities, public and private animal health service providers, community leaders and other stakeholders from neighbouring countries. Activities in the Cluster Areas will mostly be conducted in partnership with NGOs as service providers.
The Project’s animal health service delivery interventions will also include communication activities such as:

- Community awareness on TAD outbreak reporting through radio, posters, brochures, etc.
- Awareness creation and formal and informal training of local authorities and public and private animal health service providers - including NGOs - on their responsibilities and roles in disease surveillance, reporting and control.
- Facilitation of animal health policy dialogue with the local authorities and with regional coordinating bodies, signing of MoU for cross-border harmonisation of key interventions and empowerment of the veterinary services in South Sudan.

In summary, it is anticipated that Result 2 will be achieved through five key activities:

i. **Undertake a baseline study to identify gaps and opportunities in the selected Cluster Areas.**

ii. **Build adequate capacity through training and equipping of 370 additional CAHWs** (in support of a national community-based animal health network).

iii. **Implement TAD prevention, detection and control measures** (including the rehabilitation and equipping of 3 TADs diagnostic laboratories, construction and maintenance of 15 cattle crushes for vaccination campaigns and 1.59 million animals vaccinated/treated).

iv. **Support co-ordination, harmonisation and communication of animal health activities** (including the organisation and minuting/reporting of 45 meetings, workshop and platforms (of 1,270 participants) and the implementation of recommendations for improved co-ordination of TAD surveillance, reporting and control).

v. **Facilitate animal disease policy dialogue and engagement in Cluster Areas** (including the piloting and reporting of a livestock identification and traceability strategy, the creation and support to 3 networks of community livestock extension agents and the organisation and reporting of 9 awareness campaigns/events).

Further details are provided in Appendix 2 (Work Plan/Results Chain).

**Expected Result 3: Diversification of agro-pastoral livelihoods enhanced and access to livestock markets improved**

Expected Result 3 aims to increase the annual household incomes of 20,000 pastoralist and agro-pastoralist families through improved marketing of livestock and animal products and diversification of livelihoods.

Interventions under the Result will build on lessons learned from FAO’s ELRP and Resilience Programme for identifying and supporting agro-pastoral households with the provision of inputs, tools, equipment and training for intensification of current production systems and livelihood diversification through complementary income generating activities across the three Cluster Areas. Interventions will provide season-long extension support on appropriate non-timber forest production and agro-processing/agri-business ventures for increasing pastoral/agro-pastoral productivity and household income/employment creation and strengthen the local economies. The IGAs will fall under four categories: livestock, crop, natural resource, and service-based IGAs. Special emphasis will be made to supporting: (i) pastoralist/agro-pastoralist families with the processing and marketing of animal products (e.g. meat, milk and hides and skins, poultry, beekeeping); (ii) vegetable and seed farmers to increase the proportion of seed sourced from within the Cluster Areas; (iii) Gum Arabic, native plants/wild foods, fodder; and (iv) small scale artisan groups (e.g. blacksmiths, masons, carpenters, plumbers) to build and maintain productive infrastructure and assets.
The viability of alternative livelihoods requires the undertaking of value chain analyses, feasibility studies and business planning in order to assess and determine that the proposed activities will provide dependable and sustainable income for beneficiary groups and individual households. Once new ventures have been identified, FAO and NGO multi-disciplinary teams of specialists will assess:

- Training needs (i.e. technical organisational and business) of the specific livelihood groups and how this can be organised.
- Provision of facilities, e.g. land, water and premises (where necessary and dictated by business plans).
- Procurement and delivery of specific equipment, tools and materials (where necessary and dictated by business plans).
- Provision of continuous technical, management and organisational support through public and private sector service providers – particularly NGOs.
- Identification of potential markets and establishing linkages with buyers in the Cluster Areas and across borders through recognised value chain development approaches.

Non-traditional livelihood activities require different levels of technical and marketing knowledge and skills. The Result will consider the specific technical and material needs of alternative livelihood systems to be promoted in each Cluster Area to make tailored arrangements for the technical training/learning, provision of inputs and equipment and continuous mentoring. Market opportunities will be assessed to establish linkages with potential buyers for end products within the border areas and across borders. Changes in market trends will be monitored to make the necessary adjustments according to seasonal demand patterns. Beneficiaries will be organised into specific income generating groups for building cohesiveness and enhancing specialised management skills along their specific value chains and small agri-business lines.

Groups of men, women and youth pastoralists and agro-pastoralists will test, validate, replicate and upscale new and improved climate-smart technologies and practices through participation in season/production cycle-long pastoral field schools (PFSs) and agro-pastoral field schools (APFSs) – an adaptive research and participatory learning approach to agricultural extension introduced by FAO in South Sudan a decade ago. During the Project’s Inception Phase, FAO will work out detailed synergies with existing project portfolios in the different Cluster Areas on how these projects should complement each other through collaboration on agricultural extension interventions, namely: CIDA and DANIDA-funded projects in the Karamoja Cluster Area, SDC and UK/DFID-funded projects in NBEG/Warap, and UK/DFID-funded HARISS Programme in Greater Upper Nile.

The Result will introduce “public-private-partnership (PPP)” and “public-private-community partnership (PPCP)” management systems by building synergies between individual entrepreneurs, groups of producers, government and private sector service providers and private sector traders, agro-processors, wholesalers, retailers and exporters. One prime example to link groups of agro-pastoralists supported by government and non-governmental animal health services with the Government of Italy-funded slaughterhouse at Torit, which is just completed. The Project will use viable PPPs as a condition before constructing new livestock health and trade-related facilities in the Cluster Areas. The design and construction of animal health and market-related facilities will be undertaken under Result 3, including the management aspect of such facilities. Activities in the Cluster Areas will mostly be conducted in partnership with NGOs as service providers.

With regard to livestock sector policy, the Result will support the participation of South Sudan and the alignment of domestic platforms to regional platforms. IGAD has facilitated the establishment of a regional North East African Livestock Council (NEALCO), composed of the national livestock marketing councils of IGAD member states and responsible for promoting livestock and meat trade for domestic consumption or export. South Sudan is not a member of NEALCO nor does it have a National Livestock Marketing Council. The Result intends to support livestock traders of South Sudan to facilitate internal and cross-border livestock trade by lobbying with the Government and working with development partners, such as IGAD. The Project will task IGAD (through FAO/RTEA) to negotiate with the neighbouring states to allow the flow of trade animals into their territories under some feasible arrangement. The
Project also intends to support the establishment of South Sudan National Livestock Council (SSNLC) and link it to NEALCO. This will put South Sudan on the negotiating table at a regional level making deals with live animal traders of the neighbouring countries.

The Project’s Result 3 will significantly benefit from communication for development activities aimed at:

- Community awareness through radio, posters, brochures, etc.
- Enhancing transparency of planning mechanisms, access to project resources and beneficiaries’ entitlements.
- Sharing challenges to negotiation/planning platforms, community mobilisation and project beneficiary selection.

In summary, it is anticipated that Result 3 will be achieved through four key activities:

i. **Undertake baseline studies to identify gaps and opportunities in pastoral and agro-pastoral livelihood systems of the three Cluster Areas** (including agro-pastoral livelihood systems, livestock mobility patterns, and identification of existing FFS/APFS/groups).

ii. **Undertake value chain analyses and feasibility studies for alternative livelihoods and policy development and co-ordination related to livestock trade** (including the establishment and support to SSNLC), the promotion of a South Sudan Livestock Master Plan using project data, and the creation of awareness among stakeholders on the legal framework on livestock movement, trading systems and local governance).

iii. **Strengthen livestock marketing systems** (including the rehabilitation/construction of 6 auction yards and 5 slaughter slabs/houses through PPPs, establishment and support to 20 small meat and milk production, handling and processing enterprises (benefitting 100 women and youth) and the development of 10 artisan groups with skills, infrastructure and equipment supporting agro-pastoral and marketing activities).

iv. **Promote supplementary/alternative livelihoods, such as skins and hides, meat, milk, honey, native plants/wild foods, poultry, seeds and agro-processing** (including the participation of 3,450 men, women and youth pastoralists and agro-pastoralists participating in 115 and APFSs, and/or short training courses/events to learn new and improved technologies and practices and the provision of inputs, tools, and equipment, in support to alternative climate-smart food security & income generating activities, including 5,600 households practicing improved vegetable production).

Further details are provided in Appendix 2 (Work Plan/Results Chain).

**Expected Result 4: Natural resources management (NRM) practices in cross-border areas improved on a sustainable basis**

Expected Result 4 aims to establish and support 3 local-level Natural Resource Management Committees (NRMCs) and 40 communities/groups demonstrating sustainable community-based NRM along livestock corridors.

The Result will draw on community peace building/NRM lessons learned from the successful Abyei Project (Section 1.1.5) and other peace building initiatives for adopting implementation modalities for each of the three Cluster Areas. Details of synergies with the CIDA and DANIDA projects (in Eastern Equatoria and South Jonglei), SDC- and UK/DFID-funded projects in NBEG/Warap, and the UK/DFID-funded HARISS project (in Greater Upper Nile) will be identified to ensure the complementarity of these activities and commensurate allocation of resources for specific NRM activities in the Cluster Areas.

The community-based NRM approach will involve collecting technical and social-related information relevant to create a common basis for communities within the livestock migration corridors and clusters. In order to encourage dialogue, it is mandatory to ensure that all direct and indirect stakeholders are
identified and are able to participate meaningfully. Starting from an agreed situation assessment, communities will jointly identify and prioritise the main issues related to sharing common resources. This will be the foundation for all further activities and it will allow the Project to assess the available space for dialogue and peace building.

In each Cluster Area, the project will identify strategic physical interventions which can be supported to create trust and provide an entry point for a governance discussion about natural resources and services to migrating herders. Following the identification of appropriate negotiation/planning platforms, management processes and structures will be established. This will be achieved through:

- Mapping of bio-physical resources using geo-spatial technologies.
- Demarcation of common grazing areas across borders (corridors) that could be accessed on a seasonal basis and identifying those that need to be rehabilitated (i.e. through natural recovery) and protected.
- Identification of water harvesting and supply structures to be rehabilitated.
- Identification of strategic locations where new water points need to be installed or constructed.
- Achieving the unequivocal consent of communities to manage these resources including the formation of user platforms with binding by-laws.
- Strengthen positive interactions between traditional and formal institutions within South Sudan and across its borders.

The Result will improve communities’ capacity for participatory management of natural resources addressing identified capacity needs with a specific focus on empowering the most vulnerable groups. The skills developed under such interventions will enable communities to better manage their resources at the local level and provide them with the tools to more actively participate in governance and planning processes. The Project will provide a neutral and inclusive space for participatory planning, dialogue and addressing grievances at community, locality and corridor/Cluster Area levels. This initiative will increase co-ordination and effective communication between different cross-border communities and institutions. Such mechanisms will contribute to long term sustainable peace and result in a decreasing number and intensity of natural resources-based conflicts along the corridors. Activities in the Cluster Areas will mostly be conducted in partnership with NGOs as service providers.

In summary, it is anticipated that Result 4 will be achieved through three key activities:

i. **Create a common basis of information to support natural resources dialogue and planning processes in the clusters areas** (including preparation of 3 assessment and inventory reports (with geo-spatial maps) and development and support to 3 Cluster Area NRM/monitoring and evaluation systems).

ii. **Improve equitable access to natural resources in selected parts of the Cluster Areas** (including the establishment and support to 3 NRMCs and the participation of 31 communities/groups and short training courses/events to learn and adopt community-based NRM practices, including agro-forestry, fodder production, soil and water conservation and management of tree nurseries.

iii. **Improve management and equitable access to water sources for livelihood activities within target communities** (including the promotion/demonstration of sustainable NRM by 40 communities/groups along livestock corridors, the construction or rehabilitation of 12 community-owned deep wells, 2 haffirs, 4 multi-purpose water points and flood-protection measures and development of 9 small agri-businesses through PPCPs).

The Project’s NRM interventions will significantly benefit from communication for development activities aimed at:

- Community awareness through radio, posters, brochures, etc.
- Enhancing transparency of management mechanisms, access and entitlements.
• Sharing challenges to negotiation/planning platforms, community mobilisation and project beneficiary selection.

Further details are provided in Appendix 2 (Work Plan/Results Chain).

1.2.4. Assumptions

The assumptions for the success of the Action and its implementation include:

• Unqualified backing by FAO senior management.
• Government of South Sudan support at national and local levels.
• IGAD effectiveness in eliciting active participation of the neighbouring countries in this cross-border project and coordination with relevant regional programmes.
• Activities and intended impacts of the project will lead to reduced forced displacement and irregular migration as a result of improved food security, income and enhanced resilience.

Other operating assumptions include that no extreme external shocks occur, be it extreme weather conditions (i.e. drought, floods, etc.) or political insecurity risks, including border conflict with neighbouring countries. A more detailed handling of project risks can be found in Section 2.1.
2. FEASIBILITY

2.1. RISK MANAGEMENT

For a project of this nature, to be implemented in three border Cluster Areas, South Sudan presents a formidable set of risks, unparalleled in the region, that need to be considered prior to implementation and require close monitoring during implementation.

2.1.1. Significant Risks facing the Project

The most prominent type of risk in South Sudan is security, due to the long-running violent conflict in the country. The security situation escalated since December 2013 and has drastically worsened since July 2016. While large-scale conflicts have been going on between the Sudan People’s Liberation Army In Government (SPLA-IG) and In Opposition (SPLA-IO), the proliferation of militia groups along ethnic lines has turned most of the accessible roads insecure, while impacting cattle ownership (fewer, larger herds) and movements (for sake of security instead of pasture/water or markets). The situation is such that conflicts of any scale can erupt anywhere and at any time, including in the capital Juba – and may reverberate into the borderlands of some of the neighbouring countries. A new wave of cross-border migration of South Sudanese has been observed since July 2016, with a large mobilization of UNHCR and humanitarian agencies on the Ethiopia, Kenya and Uganda side.

Furthermore, some of the Cluster Areas present other levels of challenge. The Abyei Cluster is internationally recognized as a contested area by South Sudan and the Sudan, and the constant tension between communities, occasionally accompanied by abrupt conflicts and ambushes, poses a serious security threat. Along the long South Sudan/Sudan border, including NGB, Warrap and Upper Nile, a massive livestock migration takes place based on seasonal patterns. Agreements reached between the host and migrant communities have enabled the peaceful operation of such traditional movements in the last few years. However, the likelihood of maintaining this system will depend on continued positive interactions between communities at the local level and also the political relationship of the two countries at the highest level. The Karamoja Cluster in South Sudan is affected by drought in 2017 and is vulnerable to climatic vagaries. Moreover, it is hit by frequent insecurity/banditry incidents and exposed to possible military activity. The Akobo area, under the control of the SPLM-IO, is exposed to possible military activity and has been experiencing high influx of IDPs and cattle – spilling over into Ethiopia.

Historically, South Sudan further presents formidable logistical challenges to field operations. Most of the limited road infrastructure becomes impassable in the rainy season. In fact, during the rainy season much of the country becomes isolated and unreachable over land and in some cases even by air, with flooded airstrips only accessible by helicopters. FAO relies on road transport contractors to move the bulk of the aid commodities. UNHAS/WFP flights are also available to move staff and light items around the country. Alternatively, FAO has experience with chartered rotary and fixed wing aircraft.

As a recent development, since 2015 the rapid macro-economic deterioration is projecting negative impacts on: market functionality; the availability and price of goods and services; and the banking system. Both commercial trade and field operations are being affected by a shortage of both local currency and United States Dollars. Measures are being taken by FAO and other United Nations agencies to effectively cope with this specific risk through diversification of banking channels and money vendors across the country, as well as procurement processes involving both local and international suppliers of goods and services.

Typically, the presence of a project in a given area and the services that it is rendering may influence local dynamics. In South Sudan, characterised by extremely poor availability of public goods and services, project deliverables are likely to attract population in high need from neighbouring areas. This pull factor is a particularly sensitive risk in a context of high mobility of human population and livestock migration – for instance, the recent IDP influx into Akobo and into Ethiopia may be exacerbated by expectations of service rendering under the project. Thorough risk analysis and monitoring is required in those volatile
environments to ensure that project activities do not create negative push and pull factors and achieve
the expected objectives of mitigating cross-border movements and tensions.

2.1.2. Environmental and Social Risks

The Project advocates for community-based strategies that are designed to enhance environmental
protection and to assist at-risk individuals (including women and youth), households and communities to
reduce social risks. In particular, the project will support:

- The opening of traditional migration routes to reduce the environmental degradation caused
  by livestock concentration in confined areas;
- The sustainable utilisation of natural resources through community dialogue, consensus and
  management across borders;
- Peace building among conflicting communities, enhancing the sustainable and equitable use
  of the natural resource base by local communities;
- A robust in-house early warning information system to help the launching of early and
  appropriate emergency responses in case of environmental hazards;
- Alternative livelihoods to make efficient use of available local resources with no
  environmental risks;
- The provision of animal health services thereby reducing livestock mortality and morbidity;
- The PFS approach will enable agro-pastoralist and pastoralists to make use of environmentally
  friendly and climate-smart options;
- Training on best practices, such as concepts of rangeland management to avoid
  environmental degradation and soil and water conservation as well as promoting safe food
  production.

2.1.3. Risk Management Strategy

South Sudan is severely affected by the compounding effect of different risks associated with violent
conflict and insecurity; governance at national and local levels; and economic and monetary policy. Each
of those risks has its own dynamic nature, whilst the compounded outcomes are difficult to predict.
Moreover, events in one area often reverberate in other geographical locations. Predicting and managing
the outcomes of such a complex interlocking of risks is extremely problematic. Experience shows that
effective risk management is based on embedding risk analysis in the logical framework, combined with
well-informed adaptive management, timely decision making mechanisms – e.g. to deal with a security
threat - and flexible implementation arrangements – e.g. scaling up/down activity levels in one specific
area or adjust partners’ work plans.

Engaging established, credible and recognized NGOs as service providers in the Cluster Areas is expected
to reduce the risk of activity failure. Moreover, effective project governance requires a simple structure
and high level of delegation of authority to the Project Management Unit and FAO-South Sudan
Representative Office. Further details are provided in Appendix III (Project Risk Log).

2.1.4. Work Plan

The duration of the Project is estimated at three years, as most activities build on ongoing projects and
benefit from the FAO’s demonstrated implementing capacity. The results chain and timeframes for the
implementation of individual project activities are provided in the initial Work Plan (Appendix II).

As the seasonality in South Sudan defines the activity calendar, the Project’s Work Plan will be adjusted
according to the time of the financing agreement finalisation and actual project inception. The Project
LogFrame (Appendix I) and Work Plan express project activities as broad themes, summarising the specific
activities indicated in Section 1.2.3 for each Expected Result.
Inception phase

The duration and scope of the Inception phase is expected to be very limited to fine-tuning the M&E indicators and detailed implementation mechanisms. In order to ease the start-up/inception phase, FAO South Sudan is committed to carry out all possible preparatory activities upon the notification of the confirmed pledge by the EU.

Indeed, most activities are envisaged to immediately commence in Abyei/NBEG/Warap Cluster area, where the new Project: (i) extends the ongoing implementation of activities that began with European Union’s previous funding in Abyei, and (ii) complements livestock-related activities to ongoing projects funded by DFID (BRACED and BRACE II) and SDC. Similarly, project interventions in the Karamoja (South Sudan) area are expected to start immediately, building on FAO’s presence and undergoing start-up phase under CIDA and DANIDA funded projects.

Also, seamless implementation is expected for Results 1 and 2, which are a continuation of FAO existing projects; namely: Result 1 is a continuation of AFIS project; and Result 2 a continuation of the country-wide animal health programme (under FAO/ELRP) with a focus on the Cluster Areas. Result 3 and 4 will face a relatively more complex inception as local institutions, implementing partners and service providers are to be identified and mobilized in the three Cluster Areas – especially in the Upper Nile Cluster Area where FAO has a lower level of operational presence. However, informal contacts are ongoing to pre-select suitable implementing partners.

As required, the Inception Phase will validate and adjust project targets and deliverables, select the most appropriate implementing partners and modalities for each of the Cluster Areas, and produce detailed work plans and procurement plans, as well as an update the overall Project Work Plan. Inception Phase activities will include the setting up of the programme (i.e. staff recruitment, governance structure, regional partnership networks, etc.) as well the necessary preparatory work, namely:

a) Operations:

- Determine operational areas within the Clusters Areas and identify beneficiary communities, their priorities and relevant activities – selection criteria will prioritise presence of reliable implementing partners and synergies with other projects.
- Adjust the work plan to synchronise activities with the seasonality.
- Finalise the revised risk log, work and procurement plans, and detailed budget by Result.
- Operationalise synergies with on-going FAO projects in South Sudan.
- Select and recruit the required staff and consultants.
- Establish the Project Management Unit (PMU).
- Mobilise implementing partners and define contractual instruments.

b) Programmatic activities:

- Conduct baseline studies to refine some of the LogFrame indicators, targets and monitoring arrangements, including a detailed performance monitoring matrix.
- Form and activate the Project Steering Committee (PSC).
- Collect relevant information on issues related to this project from adjacent border areas of the neighbouring countries.
- Mobilise technical support required from FAO-South Sudan, FAO-Headquarters and FAO-Regional, Sub-regional and relevant Country Offices.
- Engage FAO/RTEA and IGAD on policy harmonisation with authorities of the neighbouring countries – e.g. arrangements with IGAD for its Moroto office to co-ordinate project activities with those of the World Bank-financed Regional Pastoral Livelihoods Resilience Project (RPLRP) in the Karamoja Cluster Area; and initiating animal health protocol agreement with Ethiopian counterparts.
2.2 IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

2.2.1. Institutional Framework and Co-ordination

The Government of the Republic of South Sudan (GRSS) and the European Union have agreed that FAO implement the Project (and provide the required technical assistance for the “Strengthening the Livelihoods Resilience of Pastoral and Agro-Pastoral Communities in South Sudan’s Cross-border Areas”) on their behalf through the Organization’s Representation in South Sudan, Juba – in close collaboration and co-ordination with concerned government line departments at national, state and county levels and NGOs, CBOs and the private sector. In this context, FAO Representative in South Sudan will be the project budget holder, responsible for general administration and financial supervision of funds provided to the Project by the European Union.

Operationally, FAO will liaise with the GRSS through designated administrative and technical focal points. FAO will receive the funds, be responsible for the implementation of the activities and accountable to the European Union and other concerned stakeholders. The relevant monitoring and evaluation (M&E) units of FAO, country, regional and headquarters’ offices will monitor and supervise project implementation. The Ministry of Livestock and Fisheries Industry (MoLFI) will be the project-implementing partner at the national level. However, FAO will also partner with the Ministry of Agriculture and Food Security (MAFS), National Bureau of Statistics (NBS) and Ministry of Humanitarian Affairs and Disaster Management (MHADM) for project activities related to agricultural diversification/crop production, data collection and analysis and early warning systems. The FAO/Government partnership extends to state and concerned cluster area/local levels of the line ministries.

The Project will support IGAD – i.e. the relevant IGAD bodies - to take the lead for cross-border co-ordination and harmonisation of activities, policies and other ad-hoc arrangements with the neighbouring states. IGAD has established a regional co-ordination office in Moroto to harmonise project activities for RPLRP being implemented in Uganda, Kenya and Ethiopia. FAO/RTEA will arrange with IGAD for the latter’s office in Moroto to extend its co-ordination activities to the Project in South Sudan, as part of the Karamoja cluster. Leveraging its convening power, IGAD will also devise a mechanism to facilitate policy harmonisation for the other two Cluster Areas of the Project. The project partnership with IGAD will be handled by FAO/RTEA, in close consultation with the FAO-SFE and the FAO Liaison Office with IGAD in Djibouti, through appropriate instruments. Meanwhile, if there are activities that need to be implemented in the border areas of neighbouring countries (i.e. Sudan, Ethiopia, Kenya and Uganda) through the Project, the process will be facilitated by the respective FAO country offices. FAO/RTEA will liaise as needed with the Sub-regional Office and the concerned country offices to identify activities and associated costs, as well as progress and financial reporting schedules. Other regional partners and initiatives that the programme anticipates to collaborate with include FAO/ECTAD, International Livestock Research Institute (ILRI) of CGIAR network, Horn of Africa Resilience Network (HoRN) initiative of USAID and Supporting Horn of Africa Resilience (SHARE) initiative of the European Union.

A PSC will be established from the representatives of the Project’s resource and implementation partners (i.e. GRSS, FAO-South Sudan, FAO/RTEA, the European Union Delegation in South Sudan and IGAD) and civil society of the three Cluster Areas to provide strategic and policy guidance ensuring that project implementation is on track and coherent with the proposed objectives, work plan and budget. The PSC membership will also include relevant resource partners (e.g. UK/DFID, World Bank). The PSC will be responsible for reviewing and approving annual work plans and annual and other progress reports while providing feedback to inform consequent planning process. The GRSS will assist in technical oversight of implementation across the concerned states. IGAD will contribute with the regional perspective and cross-border mandate. FAO/RTEA and the FAO Liaison Office with IGAD will provide a direct link to IGAD in providing updates and recommendations for consideration in the broader HOA resilience programming. Figure 6 provides an overview of the programme governance structure. In close consultation with FAO South Sudan, FAO/RTEA will regularly consult and liaise with other FAO-Offices (FAO-SFE, Liaison Office with IGAD, FAO-RAF in particular) to ensure that all activities and discussions with IGAD from various FAO units are well articulated and complementary.
2.2.2. Strategy/methodology

The Project will build upon and expand on existing methodologies used successfully under the FAO-South Sudan country programme portfolio and other partners, as well as FAO corporate initiatives. The project approach emphasises the following strategies and methodologies familiar to FAO:

- **Demand-driven interventions**: the Project will support interventions that have been identified through in-depth analysis of gaps and participatory needs assessments. Feasibility and sustainability aspects will duly be appraised.

- **Strategic peace-building and conflict sensitivity programming**: the Project will promote interventions that are based on principles of Do No Harm and Safe and Effective Development in Conflict in order to promote community-based reconciliation and peacebuilding dialogues to reduce conflicts. The Project will seek to establish/strengthen platforms for communities to mediate their issues and develop jointly agreed on policies and peace agreements to avoid future conflicts – e.g. for livestock grazing.

- **Communication for development**: this will support the implementation of most project activities to systemically inform and mobilise targeted communities. The priority will be placed on first analysing and understanding their needs and knowledge, and then aligning appropriate communication tools and messages for the target audiences. Mechanisms for learning and measuring results consistently will be built into the communication for development strategy.

- **Support communities to connect to humanitarian and resilience opportunities**: support to communities and other beneficiaries of the Project will be provided through dialogue and consensus as a means towards strengthening local institutions to better connect humanitarian plans and resilience programmes in cross-border areas. The communities will be empowered through evidence-based programming (e.g. LIMA and CLRP) and community planning.

- **Regional approach and cross-border coordination**: the Project will adopt a regional approach to ensure coherent and harmonised action across borders in the region by leveraging other ongoing activities in the relevant borderlands and building strategic partnerships. This will ensure that interventions are based on the principle of investing locally/nationally while thinking regionally.

- **Partnership and collaboration**: the Project envisages a broad, yet well-coordinated partnership across key actors engaged in similar interventions in South Sudan, as well as complementary
interventions in the three Cluster Areas - that is critical for alignment of efforts for impact and accountability. Importantly, FAO-South Sudan will maximise synergies across its own programme portfolio and operational structure to: (i) contain overhead costs; (ii) avoid programmatic duplications; and (iii) ensure the best value for money from convergent interventions and resource pooling, including staffing.

- **Promotion of evidence-based advocacy, policy dialogue and accountability:** the Project will continue providing decision makers with food and nutrition security information, early warning and analysis, and addressing specific communication needs. Expanding the scope of analysis, with additional data on livestock, remote sensing and qualitative field surveys and assessments will allow a more comprehensive risk and situation analysis in the three Cluster Areas.

- **Mainstreaming risk management:** risk analysis based planning and adaptive management are key to ensure project delivery in South Sudan (Section 2.1.4).

FAO has learnt from previous experiences that the best implementation strategy to cope with the volatile environment in South Sudan should include multiple modalities and adaptive management. In particular, the strategy for successful implementation of the Project envisages the following:

- FAO direct implementation as default option in view of political sensitivities, overall cohesion across project results and areas, and to maximise the mobilisation of FAO’s corporate knowledge.
- Partnership agreements with public institutions at national and local levels for technical activities strictly relevant to the project deliverables.
- Partnership agreements with NGOs, CBOs, private sector organisations and consultancy firms for the implementation of activities with high community engagement and specialised technical content, respectively.

Based on specific risk and feasibility analyses, the Project’s Inception Phase will fine-tune the modality for implementing the relevant activities in each Cluster Area.

**Cluster area variations**

While Result 1 will have a country-wide coverage, the Project will mostly operate in three Cluster Areas of the borderlands of South Sudan, namely: (i) Abyei, with specific supporting activities in NBEG/Warap along the Sudan border; (ii) Upper Nile along the Sudan border; and (iii) Karamoja-South Sudan along the Ethiopia/Kenya/Uganda borders, including the Akobo area. FAO and the European Union realise that substantial variations exist between the Cluster Areas (Figure 3 and Table 1) that could have a direct bearing on the types and scale of activities to be implemented in each specific cluster. In addition, the rate of project implementation could also be affected by emerging political, natural and community dynamics in any specific Cluster, as defined in this project, or any area within the Cluster.
Table 1: Prevailing Features of the Three Cluster Areas

<table>
<thead>
<tr>
<th>Project Area</th>
<th>Cluster Area</th>
<th>Abyei - with specific supporting activities in NBEG/Warap along the Sudan border</th>
<th>Upper Nile (Maban)</th>
<th>Karamoja SS – Torit/Kapoeta, including the Akobo area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td>Contested with Sudan</td>
<td>NBEG/Warap</td>
<td>GRSS, Opposition (part)</td>
<td>GRSS</td>
</tr>
<tr>
<td><strong>Bio-physical characteristics</strong></td>
<td>Short rainy season, riverine wet areas (toic), high population density</td>
<td>Semi-arid, riverine wet areas (toic), low population density, except refugee camps</td>
<td>Arid, rangelands, very low population density</td>
<td>Wet and forest land</td>
</tr>
<tr>
<td><strong>Level of conflict and insecurity</strong></td>
<td>Sporadic: fragile local level agreements reached on resource sharing with Sudanese herders; permeable border</td>
<td>Frequent: agreements reached on resource sharing with Sudanese herders; permeable border; peace agreements between refugees and host community</td>
<td>Sporadic, mostly due to banditry; political and resource-based conflicts within and across borders; open border</td>
<td>Potentially high between SPLA–IG and SPLA–IO; low communal and resource-based conflicts; closed border</td>
</tr>
<tr>
<td><strong>Out-migration</strong></td>
<td>Significant; in excess to seasonal movement</td>
<td>Not significant</td>
<td>High</td>
<td>High; in excess to seasonal movement</td>
</tr>
<tr>
<td><strong>Logistics and access</strong></td>
<td>Constrained: Abyei South accessible from Juba/Wau by air Abyei North by road with force protection</td>
<td>Easy</td>
<td>Reasonably easy in the immediate surroundings of Maban Constrained access to other areas in Upper Nile due to military frontlines’ crossing</td>
<td>Difficult due to lack of infrastructure</td>
</tr>
<tr>
<td><strong>Access to cross-border markets</strong></td>
<td>Border formally closed, informal trade</td>
<td>Border formally closed, informal trade, insecurity on the roads</td>
<td>Relatively easy, insecurity on the roads</td>
<td>Difficult, border closed, informal trade</td>
</tr>
<tr>
<td><strong>Involvement by other agencies</strong></td>
<td>High, incl. UNISFA, UN/RCO, UN OCHA, UNICEF, IOM, WFP</td>
<td>incl. UNMISS, UN/RCO, UN OCHA, UNICEF, IOM, WFP</td>
<td>High (Maban), incl. UNHCR, UNMISS, WFP, NGOs</td>
<td>Low (some UN agencies, NGOs, UNMISS)</td>
</tr>
<tr>
<td><strong>FAO presence/portfolio</strong></td>
<td>High FAO presence (ongoing EU funded project)</td>
<td>High FAO (DFID and SDC funded projects)</td>
<td>Limited to emergency operations; currently scaling up with HARISS project</td>
<td>High FAO presence; starting up new CIDA and DANIDA funded projects</td>
</tr>
</tbody>
</table>

High FAO presence; starting up new CIDA and DANIDA funded projects
<table>
<thead>
<tr>
<th><strong>Potential for synergies with the new EU project</strong></th>
<th>Very high – immediate implementation of the new EU project without inception phase, building on and scaling up ongoing activities.</th>
<th>Synergies with BRACE II, BRACED and SDC projects in NBG and Warap; new EU project activities complement ongoing projects with livestock cross-border movement and trade, NRM conflict management</th>
<th>High – with the HARRIS project of FAO; HARISS focus on input delivery, seed/tool production and evidence-based local response planning. Synergies: new EU project activities focus on livestock sector, cross-border movement and trade, NRM conflict management</th>
<th>Very high – CIDA and DANIDA projects focus on livelihood resilience, IGAs, NRM. Synergies: new EU project activities focus on livestock sector, cross-border movement and trade, NRM conflict management and alignment with RPLRP</th>
<th>High – with the HARRIS project; HARISS focus on input delivery, seed/tool production and evidence-based local response planning. Synergies: complementary activities and specific locations to be identified in the inception phase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FAO Operational set-up in the areas</strong></td>
<td>FAO Offices fully functional in Abyei</td>
<td>FAO Offices fully functional in Aweil and Kuajok</td>
<td>FAO Office to be established in Maban</td>
<td>FAO Torit office fully functional, with sub-offices being established in Kapoeta, Pibor</td>
<td>No FAO Office; operational capacity to be provided by NGO partners with FAO remote supervision</td>
</tr>
<tr>
<td><strong>Focus for cross-border assessment (push/pull factors)</strong></td>
<td>Population movement; livestock migration; trade and markets; service/input providers’ availability; aid delivery programmes</td>
<td>Population movement; livestock migration; trade and markets; service/input providers’ availability; aid delivery programmes Market assessment; local economy driven by aid to refugees (out-numbering the host community)</td>
<td>Population movement; livestock migration; trade and markets; service/input providers’ availability; aid delivery programmes Market assessment; local economy driven by aid to refugees (out-numbering the host community)</td>
<td>Population movement; livestock migration; trade and markets; service/input providers’ availability; aid delivery programmes Market assessment; local economy driven by aid to refugees (out-numbering the host community)</td>
<td>Overall situation assessment since available information is sketchy and situation very volatile; focus on population movement into Akobo and across the border into Ethiopia, livestock migration, and trade and markets;</td>
</tr>
</tbody>
</table>
2.2.3. Technical Support

The Project will be under the direct operational responsibility of the FAO Representative in South Sudan who will be the Budget Holder. The Budget Holder will directly draw on support by FAO’s Strategic Programme 5 - Resilience (SP5) and Emergency and Rehabilitation Division (TCE), building on their extensive experience in emergency and resilience-related project implementation in South Sudan. Technical support for the Project will further be provided by relevant technical divisions (e.g. Economic and Social, Animal Production and Health, Fisheries and Land and Water) at FAO Headquarters and multi-disciplinary teams based at the Organization’s Regional Office for Africa (RAF) in Accra, Sub-regional Office for Eastern Africa (SFE) in Addis Ababa and the Resilience Team for Eastern Africa (RTEA) and FAO/ECTAD in Nairobi, as required by the Budget Holder and PMU. In this context, FAO will coordinate its technical support through a Lead Technical Unit to be nominated from within FAO’s Headquarters or RAF. This support may include technical backstopping missions or additional support for the introduction of innovations from within FAO. As required, technical services may be outsourced from international, regional and national entities.

The PMU, under the direct supervision by the FAOR SS, will liaise with the FAO Representations in the neighbouring countries of Ethiopia, Kenya, Sudan and Uganda and with the Sub-Regional Office with regard to co-ordination at regional and cross-border levels. In this regard, each FAO Representation will have a designated project focal point. The scope of the required technical support will be identified during the Project’s Inception Phase.

2.2.4. Government Inputs

Given the economic austerity that South Sudan finds itself in, Government inputs will be limited. The foreseen Government contributions will be in-kind (i.e. facilities, resources and services), including office space, staffing, co-ordination, leadership (i.e. through a National Project Co-ordinator (NPC) and participation in PSC), customs clearance for equipment, clearance of international personnel, etc.

2.2.5. Resource Partner Inputs

The European Union would provide a grant of EUR 27.58 million (i.e. USD 29.34 million) to finance activities under the 36-month Project. Summaries and details of the project budget are provided in Table 2 and Appendix III respectively. FAO would utilise project funds to finance the inputs listed below:

- Technical staffing and activity/input costs for each of the Expected Results – partially cost-shared with other projects in FAO-South Sudan’s country programme.
- M&E.
- Mandatory costs, according to the corporate EU/FAO co-operation agreement.
- Project management, i.e. PMU.
- Administrative support personnel, e.g. operations, procurement, human resources, administration and finance and logistics staff – cost-shared with other projects in the FAO-South Sudan’s country programme.
- FAO-South Sudan’s general operating expenses and security expenses for the Project – cost shared with other projects in the FAO-South Sudan’s country programme.

Cost-sharing some technical and management staffing, logistics and security costs with other projects will enhance the value-for-money for the Project. This will avoid staff redundancies and optimise the use of available resources, e.g. FAO sub-offices, transport and office equipment, radio and communication assets. Such arrangements are particularly important considering the extremely high operating costs in South Sudan, owing to a powerful combination of insecurity and drastically under-
developed economic infrastructure and related diseconomies (e.g. inefficient domestic market, macro-economic volatility), lack of physical infrastructure (e.g. air operations and poor roads) and inadequate service sector (e.g. banking system outreach and transaction fees).

Conversely, the other projects will benefit from complementary activities funded by the European Union to boost their achievements. In general, the Project will contribute the livestock and cross-border dimensions that are missing in the current FAO-implemented projects, strengthening their impact. Moreover, concurrent mobilisation of specific technical expertise will enable cross-fertilisation across the projects, as well as knowledge sharing with other initiatives supported by other development partners in South Sudan and in the region. As a result of all these synergies, it is anticipated that the impact of both the European Union and the other concerned projects will significantly be enhanced. The FAO accountability and compliance systems will ensure full transparency and real-time traceability of the cost sharing arrangements.

2.2.6. Management and Operational Support Arrangements

The Project will be implemented by FAO-South Sudan with contributions from government and non-governmental implementing partners working in the three Cluster Areas. FAO’s principal role will be to maintain the overall responsibility of the Project and provide management and co-ordination, monitor implementation, budget expenditure and reporting as well as providing technical expertise in information systems, livestock, agriculture, fisheries and NRM. Responsibilities for each of the activities implemented will be clearly articulated in contractual instruments with the concerned implementing partners.

The information and early warning component of the project (i.e. Expected Result 1) will be managed by FAO’s SAaNIS Unit (formerly AFIS). The other three Expected Results will be overseen by their respective Result Managers under the supervision of the Project Manager and in close consultation with the relevant units of FAO. The Country FAO Representative will provide oversight and overall guidance for efficient and effective implementation of the Project.

For day-to-day management of project activities, FAO-South Sudan will establish a PMU within its country programming team (Figure 7). The PMU18 will be headed by an international Senior Project Manager, who will be responsible for the overall co-ordination, administration and technical supervision of project activities. The PMU will consist of the following full and part-time staff:

- One full-time international Project Manager.
- Three Cluster Area Co-ordinators (i.e. one full-time international, two part-time internationals) responsible for project co-ordination in each cluster area plus relevant national staff.
- Four Result Managers (all international, three of which cost-shared19), supported by their respective technical teams mostly composed of national staff.
- One full-time international Operations Specialist, responsible for managing the project planning, budget implementation and interface with the FAO corporate services.
- One international Project Implementation Officer, responsible for supporting the Operations Specialist.

18 Terms of Reference for Senior Staff in Annex IV
19 In particular: Result 2 Manager will be cost-shared with ELRP, Result 3 Manager with HARISS and Result 4 Manager will also cover the part time responsibility of Technical Officer NRM under Result 1
- One M&E Specialist, responsible for extending FAO’s M&E system to cover project activities in the three Cluster Areas and producing bi-annual progress reports and supporting mid-term and final evaluations.
- One international Communications and Visibility Specialist.
- Four full-time national Project Assistants.
- Cost-shared operational and administrative support staff (i.e. operation, security, logistics, procurement, human resources, and administration/finance).
- Cost-shared regional liaison staff will be mobilised by FAO/RTEA to support interaction with IGAD.
- Short-term international and national consultants will also provide technical support in a number of specialised areas as required – e.g. technical training.
- Technical staff from HQ and decentralised Office will provide specific technical support and clearances and ensure technical consistency with FAO corporate technical guidelines – as requested.

The aforementioned cost-shared staff will be budgeted for in accordance with their level of involvement in this specific project planning and implementation.

Detailed terms of reference (ToR) for each of the project staff will be finalised during the Inception Phase of the project. However, indicative ToRs are provided in Appendix IV.

All activities will ensure and secure a strong involvement of the beneficiaries in every step of planning and implementation. Letters of Agreement or other relevant instruments will be signed between FAO and regional or local government offices and NGO and private sector implementing partners. Such agreements will consist of a detailed description of activities, implementation plans and budgets by major cost item and include roles and responsibilities of partners. FAO will provide technical guidance, knowledge and supervision, while closely monitoring operations and budget implementation.

Figure 7: Project Organogram
NGO engagement

NGOs and civil society organisations will be entrusted with the implementation of a significant proportion of the activities at the local/community level in the three Cluster Areas, through LoA modalities. NGO partners will be selected on the basis of a competitive and transparent process, in compliance with the FAO rules and regulations. The exact composition of the basket of services to be provided by the NGOs under each LoA will be defined by FAO, based on the NGO capabilities, feasibility appraisal, and risk analysis – for instance, in areas prone to IDP influx like Akobo, service rendering might result in an additional pull factor. FAO will provide technical guidance, expertise, coaching and close supervision, quality control, financial and operational auditing as appropriate. Trainings will be led by FAO technical experts, including preparation of curricula and training material, and training of trainers. Logistical and administrative arrangements will be made by the service providers. NGO service providers will assist with:

- Vaccination, sampling, testing, cold chain management and reporting for Community Animal Health Workers (CAHW).
- Cost recovery system for CAHW and stakeholders.
- Value chain analysis and socio-economic assessments to map the cross-border livestock mobility, markets and the status of the facilities and services in those markets, and market linkages with potential buyers.
- Rehabilitate/construct auction yards in strategic market locations.
- Identify existing APFS/groups and conduct refresher training including formal education approaches for existing agro-pastoral groups and organise season-long implementation of new APFSs.
- Conduct participatory planning to produce an implementation methodology/guideline for Community for Development.
- Training of APFS, women and youth groups on:
  - Livestock value addition (meat and milk production, handling & processing, appropriate skin and hides processing, and marketing).
  - Apiculture, poultry production and improved breeds.
  - Production and processing of fodder, native plants and wild foods, and Gum Arabic harvesting, storage and marketing.
  - Seed multiplication, storage and marketing.
  - Post-harvest processing and storage facilities (e.g. manually operated maize sellers, manually operated flour mills, cassava processing units and seed cleaners) and Climate Smart Technologies.
  - Sustainable land and water management (SLWM) practices.
  - Financial and credit management to artisans (e.g. blacksmith and carpenters).
- Support seed multiplication through existing agro-pastoral groups/individual farmers.
- Support sustainable vegetable production.
- Participate in field assessments and data collection relating to markets, agro-meteorology, crop yield and harvesting, and livestock monitoring, within the area.
- Support with, and participate in Livelihood Information Monitoring and Analysis (LIMA) assessments, within the area.
- Establish and/or strengthen community-based mechanisms for sustainable NRM along livestock corridors.
- Undertake water assessments, environmental impact assessments and feasibility studies for the proposed community-based water supply infrastructure.
- Rehabilitation through communities of existing light water infrastructure, such as wells for feasible water points.
- Create linkages between small businesses/income-generating schemes and the water points rehabilitated or constructed.
- Sensitise communities on community-based disaster risk reduction approaches, technologies and practices.
- Facilitate NRM negotiations meetings between cross-border/national officials/institutions.

### 2.3 Monitoring, performance assessment and reporting

#### 2.3.1 Scope and purpose

FAO South Sudan will be in charge of designing and implementing a simple but robust monitoring and evaluation system to ensure the activities and results are achieved as planned. M&E will form an integral part of the programme, with an established M&E framework according to the defined programme indicators, as clearly identified in the programme logical framework. During the inception phase of the project, the baseline study will identify who is doing what where in the cluster areas, and secondly, to establish baseline indicators.

A comprehensive M&E framework will be developed to define indicators; baseline value and target values; data collection methods; sources of information; frequency of data collection; responsible teams/persons; and analysis and use as pertains to the implementation of strategic actions of the programme. Data will be collected from various sources, utilizing both quantitative and qualitative methods, as well as from reports from IPs, government assessments and stakeholders’ surveys. In consultation with the donor, implementation and government partners, specific evaluation targets during the initial phase of the programme for each indicator will be identified.

Information collected through the M&E framework will be used to determine progress made towards achieving the results (outcome and outputs) as well as annual fluctuations associated with seasonality of some indicators. In specific:

1. An M&E plan will be developed in order to monitor and evaluate the log frame’s objectives and indicators. The plan will be built from the programme’s log frame and will detail key M&E requirements for each activity level indicator with assumption. It will summarize key indicator (measurement) information in a single table: a detailed definition of the data, its sources, the methods and timing of its collection, the people responsible and the intended audience and use of the data.

2. Data related to impact indicators will be collected and analysed twice a year from a subsample of the sample used during the baseline. This is where monitoring will merge with evaluation to determine if the programme is on target towards its intended results (outputs or results, outcome or specific objective, impact or overall objective) and whether there may be any unintended impact (positive or negative).

3. A M&E formulation workshop will be carried out in the inception phase to cross-check the log frame and ensure that the indicators and scope of work they represent in both programme implementation and data collection, analysis and reporting are realistic and contributes to programmes and is aligned to IDDRSI Country CPP M&E framework. The M&E plan, its budget and related activities will be subjected to endorsement by the PSC. FAO will take the lead in developing and implementing the M&E framework with the support from FAO RTEA as required.

4. The PSC will review on annual basis the implementation and progress of the approved work plan and advise accordingly. FAO and partners will undertake joint monitoring visits to intervention areas to enhance mutual technical support, feedback and learning across all components of the programme.
Monitoring of community activities will be undertaken both as part of the M&E framework as well as through local site-specific participatory M&E processes, involving the larger community in gender-sensitive and disaggregated activity monitoring. Participatory video, outcome mapping and other participatory tools will also be embedded in the FAO facilitated community mentoring and support process.

Monitoring and evaluation data collection will ensure sex- and age-disaggregation of data and inclusion of indicators of particular value for determining the impact of interventions on particular gender or youth group in the target societies on for example issues such as power relations, access to resources and capital, socio-economic status, education, access to infrastructure and services and income generating activities.

**Reporting schedule**

FAO as overall lead of the programme will ensure narrative reporting on annual basis and/or in coincidence with request for instalment, and at the end of the project, outlining overall achievement against objective and result level indicators. The reports will be prepared and presented to the PSC for approval prior to submission to donors or other stakeholders. A common reporting format for the programme will be prepared, discussed and agreed by stakeholders at onset of the programme.

**Theory of Change**

The overall objective of the proposed project focuses on reducing forced displacement and irregular migration. In order to reduce the vulnerabilities of the communities to avoid pastoral and agro-pastoral households having to leave their homes, the project aims to build their resilience to withstand natural and man-made shocks. By improving households’ income, diversifying their livelihood options and making them more productive, the action can build their resilience within the complex and challenging context of South Sudan. All activities under this project aim to improve resilience, food security and income of borderland communities.

It is anticipated that both drivers of food insecurity – i.e. violent conflict/insecurity in several areas and market system failure – will remain unchanged in the first half of 2017, coinciding with the dry and lean seasons. This Theory of Change remains valid to address these challenges in the near future, to deliver the results under the current context, but also to have flexibility to be relevant in both a humanitarian and development context. The level of change is dependent on the variable context. Operating in South Sudan exposes the project to a formidable level of risk, including insecurity, inaccessibility and logistical constraints. The project has identified assumptions if it is going to succeed and make the intended change and impact.

**Figure 8 - Project Theory of Change**
The Theory of Change involves the employment of a set of carefully designed activities that complement each other to enhance productivity (food security & income) and thereby improve livelihood resilience of pastoral and agro-pastoral households.

As mentioned in the Objective and Results sections, improved access to veterinary services and traditional grazing reserves will improve livestock productivity and reduce mortality and morbidity levels, protecting livestock assets for reproduction and marketing. This action will positively change the level of household income from livestock sales through enhanced access to cross-border livestock markets. Furthermore, household nutrition and food security will be improved by focusing on increasing crops and vegetable production on existing, abandoned or new farm plots. Improving access to agricultural inputs, with complementary technical support throughout the production season, beneficiary households will maximize production per unit of land. The project will focus on identifying viable alternative livelihoods that engage women and youth groups e.g. fishing, bush and forest products and honey. Such IGAs will provide new income sources for disadvantaged groups while their viability will be maintained by establishing market linkages with potential buyers (including cross-border markets).

The Theory of Change includes an enhanced access to natural resources through peace building platforms. This intervention will pave the way for communities to re-introduce traditional management systems in regards to access, recovery and rehabilitation phases of the resource bases. These actions will lead to improved pasture and water availability in the natural range for improved resilience of households. In addition to improving food security and nutrition information analysis and dissemination, this project will also embark on collecting and analysing livestock early warning information on a regular basis. The information generated will constantly guide the project to re-adjust its approach on a regular basis in line with the prevailing priority needs of communities for enhancing resilience while providing a critical tool for evidence-based response and decision making at cluster, national and regional levels. A strategic and relevant communication strategy will be implemented alongside all results to ensure the targeted audiences are engaged in the process of listening and interacting, building trust, sharing knowledge and skills, building policies, debating, and learning for sustained and meaningful change at all levels.

2.3.2. Focus on achievement of results

Participatory monitoring and performance assessment is the key for the success of the project. Involving beneficiaries and stakeholders in the M&E process will be given much attention with the objective of increasing ownership of the activities and the likelihood of replication and sustainability. Special efforts need to be made to incorporate stakeholders at all levels to ensure that they contribute to and benefit from knowledge-sharing.

An impact evaluation strategy will be developed to focus on determining the effect of the programme in the clusters and its contribution to the attainment of the programme objective. The impact will use the most rigorous evaluation methods possible and will envisage phases in implementation in the target areas where programme has a critical mass of interventions. The impact evaluation strategy will envisage:

i. Baseline studies: this will be done in the cross-border target clusters to measure the initial conditions before the start of the programme;

ii. Mid-term evaluation and/or reviews: this will be carried out to take stock of changing environment, enhance reflection and provide assessment of progress towards the programme objective. It will inform ongoing programme implementation. This will happen midway or as required during the programme implementation;

iii. Final evaluation: this will occur after programme completion to assess how well the programme achieved its intended objectives and what difference this has made.
2.4 Communication and visibility

This project will attempt to address the needs and aspirations of the vast array of stakeholders including communities both within South Sudan and possibly in cross-border states that are likely to be impacted by the project. The priority will be placed on first analysing and understanding those needs, and then aligning appropriate communication tools and messages for the target audiences. Overall FAO will ensure donor visibility during and after project activities.

Recent studies in South Sudan have revealed that radio is the most dominant and effective medium of communication to communities, something that is largely attributed to the high illiteracy rates in the country. The other trusted communication medium is face-to-face interaction pointing to an enhanced need for platforms for such community interaction. These two key mechanisms will be used during the project to enable rural people’s access to relevant information and foster social dialogue. Table 2 provides a summary of key communication mechanisms that will be applied on various target audiences.

Table 2: Summary of key communication mechanisms

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Most appropriate communication tools</th>
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<tbody>
<tr>
<td>General Public</td>
<td>Radio; special events; community outreach staff; messages passed by government and traditional leaders; social media including Facebook and Twitter</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>Radio; special events; community outreach staff; messages passed by government and traditional leaders; information sharing sessions during project activities</td>
</tr>
<tr>
<td>Government officials</td>
<td>Radio; special events; sharing of printed materials</td>
</tr>
<tr>
<td>Local governments and traditional leaders</td>
<td>Radio; special events; community outreach staff</td>
</tr>
<tr>
<td>Private sector</td>
<td>Radio; Sharing of printed materials</td>
</tr>
<tr>
<td>Civil society</td>
<td>Radio; special events; community outreach staff; messages passed by government and traditional leaders;</td>
</tr>
<tr>
<td>Donor community and partners in South Sudan</td>
<td>E-newsletters; presentations by FAO staff at various forum including but not limited to Food Security and Livelihood Cluster and Livestock cluster meetings; website; social media</td>
</tr>
<tr>
<td>International donor and partner community</td>
<td>Website; video; photography; podcasts; social media</td>
</tr>
<tr>
<td>Media</td>
<td>Information kits (technical documents + press releases); social media; website; press conferences</td>
</tr>
</tbody>
</table>
Furthermore, the project will use the corporate FAO Communication for Development (ComDev), a results-oriented communication process based on dialogue and participation that allows rural people to voice their opinions, share knowledge and actively engage in their own development. ComDev is a social process based on dialogue using a broad range of tools and methods. ComDev methodology that entails a process of listening, building trust, sharing knowledge and skills, building policies, debating, and learning for sustained and meaningful change will be applied at all levels.

The following table presents activities associated with each of the ComDev goals and how each is link to the programme’s results framework.

**Table 3: COMDEV Goals**

<table>
<thead>
<tr>
<th>COMDEV GOALS</th>
<th>ACTIVITIES</th>
<th>LINK TO PROGRAMME LOGFRAME</th>
</tr>
</thead>
</table>
| 1. Development of ComDev Logframe based on participatory communication assessments | - Participatory assessment of information needs, existing networks and suitable communication channels of different target groups and local communities  
- Identification of baseline communication indicators and targets  
- Introduction of ComDev planning for country officials, implementing partners and other staff | All                        |
| 2. Design and implement participatory communication mechanisms to facilitate peace building | - Understand the mechanisms to strengthen positive interactions between various stakeholders through an assessment  
- Radio awareness campaigns  
- Organizing special events | Results 3, 4                                                             |
| 3. Communicating with Communities (CwC) mechanisms put in place for early warning messages and effective response | - Community Outreach Workers visiting the community and organizing special events to engage directly with the communities and their leadership  
- Producing interactive radio programmes with dramas, call-in shows and discuss messages through “listener groups”  
- Traditional media (theatre, folk songs etc.) | Result 3, 4                                                             |
| 4. Communicating with Communities (CwC) mechanisms put in place for livestock and disease and vector surveillance | - Community Outreach Workers being present at livestock trading markets, visiting the community in the cattle camps and organizing special events to engage directly with the communities and their leadership  
- Producing interactive radio programmes with dramas, call-in shows and discuss messages through “listener groups”  
- Traditional media (theatre, folk songs etc.) | Result 2                                                                 |
| 5. Build two-way communication mechanisms to establish effective market information system | - Build a participatory market information system  
- Under supervision of Community Outreach Workers create feedback platforms where communities can discuss market trends | Result 3 |
|---|---|---|
| 6. Promote community-based reconciliatory and peace building dialogue | - Engagement through various “entry points” of society, for example political, grass-root level etc. during special events  
- Outreach activities by Community Outreach Workers to increase safe space for dialogue with various tools as deemed appropriate | Result 4 |
| 7. Documentation and sharing of local practices, participatory planning and decision-making processes and existing forums | - Consultations (special events) across countries and counties to identify relevant experiences and best practices to document and disseminate for possible replication  
- Production of multimedia instructional/motivational materials to showcase dispute resolution mechanisms, participatory mapping etc., which are then shared with other stakeholders  
- Training of government officials in mechanisms and practises that have yielded good results | All |

### 2.5 Provision for evaluation

Having regard to the importance of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. The EU shall inform FAO as the implementing partner at least three months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities. A provision of EUR 420 000 has been earmarked for this purpose.
3. **Sustainability of Results**

The project’s sustainability is based on a two-pronged approach strengthening both: i) the immediate target group of communities for which the intervention will build local capacities to make informed decisions for locally driven action; and ii) to strengthen sub-national/national and regional policy mechanisms. The project will seek to build sustainability through all stages of the project cycle. It will promote ownership by engaging with other ongoing/pipeline FAO programmes in South Sudan and neighbouring countries (including similar EU funded projects), partner organizations and regional institutions and the Government, as well as involving and building the capacity of the communities in the target clusters.

**Institutional sustainability:** The programme will build the capacity of pastoralists and agro-pastoralists communities to maintain investments in their livelihoods, with emphasis on managing conflict and their own natural capital. The programme will also strengthen sub-national-, national- and regional-level institutions by reinforcing coordination and collaboration across levels and expanding links with other institutions and partners. The project will build on existing initiatives, ensure consistency with South Sudan’s CPP and try to use the implementation structures of projects with similar objectives both within South Sudan and in cross-border countries. Moreover, the project will enhance institutional capacity by leveraging support from FAO corporate initiatives and regional strategic programmes. The role of partner implementing institutions will also be enhanced as service providers. In addition to building capacity for activity implementation, the programme aims to strengthen and consolidate the M&E systems, by developing capacity at various levels.

**Economic sustainability:** The local economy in South Sudan revolves around agro-pastoral livelihoods. The programme aims at building economic sustainability through pastoral and agro-pastoral communities’ resilience, which will translate into: (i) a reduction of conflict and animal mortality rates, due to improved access to natural resources for grazing (Result 4) and animal health services (Result 2); (ii) improved livelihood due to higher herd off-take rates, diversified income opportunities and marketing mechanisms (Result 3); and (iii) improved early warning systems to minimize the economic impact of shocks and stressors. The built-in community empowerment and participation through pastoral field schools and communication for development will ensure that the technology, knowledge and support provided by the project respond to farmers’ choices and preferences, therefore enhancing the sustainability of the achievements.

**Physical sustainability:** All pastoralists and agro-pastoralists groups will receive support from advisory services to enhance dimensions of physical sustainability related to land and water management. In addition, pastoralists and agro-pastoralists groups will be trained in environmental safeguards to ensure that investments are environmentally sound. Finally, the geospatial information system will significantly enhance natural resource use and investment planning – e.g. migration corridors.

### 3.1 Environmental sustainability

The project’s anticipated environmental impacts are not major, mostly site specific and can easily be avoided or managed. The project will support local and community investments, including some with trans-border dimensions, which might have environmental (and social impacts): construction of new and rehabilitation of existing water facilities, rangeland/field demonstration plots, watershed rehabilitation activities, livestock markets, storage facilities, among others.

The project will contribute to environmental sustainability in two ways. It will reduce environmental degradation by improving access to natural resources for grazing through conflict mitigation mechanisms, thereby ameliorating the negative ecological impacts associated with congregating livestock in fewer conflict free locations. Secondly, through community consultations, grazing reserves and migration corridors would be demarcated contributing not only to improved access to natural resources for grazing during dry seasons but also to the protection of these critical habitats.
The geospatial system will generate the information platform for environmental monitoring currently missing in South Sudan. FAO will be adapting to the South Sudan context geportals and (crop, livestock, rainfall, vegetation) monitoring systems developed in other countries – e.g. Afghanistan, Pakistan, Somalia. Such tools are up-to-date with the global trends in geospatial technology and methods and earth observations, are scalable and allow for data searching, analysis, sharing and development of specific applications. This component will be developed and implemented in partnership with Nairobi-based and other regionally based geospatial platforms (ICPALD, ICPAC, FAO /UNEP).

### 3.2 Gender equality

Gender equality is central to FAO’s mandate to achieve food security for all by raising levels of nutrition, improving agricultural productivity and natural resource management, and improving the lives of rural populations. Gender roles play an important role in decision making in pastoral and agro-pastoral systems in South Sudan especially where it comes to decision making on issues that concern land and livestock as these are taken by men only. A greater inclusiveness in involving both men and women in participation, consultations and decision making in the preparation and implementation this project will contribute to ownership, include culturally acceptable initiatives and use local knowledge as well as narrow the gender divergence gap. Gender-sensitive programming is thus critical in the and has been mainstreamed in the programme in the following ways;

- Efforts to increase understanding of gender concern and needs in resilience building.
- Strengthening of institutional capacity among stakeholders at all levels to address gender issues.
- Encouragement of integration of gender perspectives into the programme.

Policy related components of the programme will include the following: a gender lens will be applied in the baseline to especially highlight areas of particular importance for women. A minimum of one-third female participation will be ensured in the planned cluster level consultation meetings as well as community technical thematic discussions. Vulnerability assessments will be undertaken to inform programme planning. This will be part of the household baseline surveys undertaken at inception in target areas as well as imbedded in the participatory planning processes applied at community planning stage. Tools include key informant interviews with state officials and existing social protection staff, focus group discussions with communities both mixed sex and separate. Life cycle history, community score cards and other tools will also be applied.

Direct measures that will be taken in regards to community engagement include:

- Efforts to identify a proportion of female community facilitators to support the community planning and support processes among especially female beneficiaries;
- all community planning processes will be undertaken with both mixed sex and separate gender and age groups so as to ensure that the voices heard of women and minority groups are heard; and
- while mixed groups are preferred for advisory services, extension support and Field Schools, due to the opportunities for joint learning across groups, gender disaggregated groups may be applied if the local context does not allow for mixed gender situations.

### 3.3 Indigenous peoples

Consistent with FAO’s mandate to pursue a world free from hunger and malnutrition, and grounded in the utmost respect for universal human rights, FAO has put in place this policy to ensure that it will make all due efforts to respect, include and promote indigenous peoples’ issues in its overall work. FAO is motivated to do this by the fact that indigenous communities make up a substantial portion of the world’s food insecure, and by its recognition that indigenous peoples have unique skills and knowledge that may contribute to sustainable and equitable development. This programme will take cognizance of indigenous peoples that may be found in any of the programme intervention clusters.
3.4 Human rights based approaches

FAO promotes specific and coherent forms of agricultural development that support marginalized food producers – often smallholders, particularly women — who are themselves among the most food insecure. By mainstreaming concerns such as gender and nutrition, FAO has adopted a sophisticated approach to food security that goes beyond the question of how much is produced, and asks how, for whom, at what price, and with what nutritional value. These same approaches will be applied under this initiative and as underpinned by a rights-based approach to food security. The perspective of the right to food and good governance will be fully integrated into the regional and national food security and nutrition programme designs. This initiative recognizes that the right to adequate food is a human right of every woman, man and child.

Additionally the programme will be further underpinned by FAO’s policy of creating rural employment opportunities that ensure a living wage, security in the workplace, access to social protection and respect for fundamental human rights. The programme will promote more and better jobs in rural areas of target programmatic areas and further afield by creating opportunities in the agriculture and livestock value chains and engaging the largely untapped reservoir of farm and non-farm employment opportunities in agriculture and livestock production systems. Public and private sector cooperation will be harnessed to facilitate investments aimed at improving agricultural productivity and value chain efficiency, while engaging women and youth. Key activities will be undertaken to identify what actions need to be undertaken in specific context in the clusters to ensure that the activities contribute to the creation of decent and productive employment opportunities for women and youth.

3.5 Capacity development

*Institutional capacity*

The nature of the crisis in South Sudan in general and cross-border areas in particular has increased institutional, human and physical capacity deficits. The situation is worse at state-level where public services have to be provided to the citizens. The capacity issue at decentralized level is way beyond the scope of the programme and will have to be addressed through the regular public investments as well. Institutional sustainability of the programme will depend primarily on ownership and capacity-building of the executing agency and participating public institutions as well as the pastoral/agro-pastoral communities.

The GRSS Executing Agency (MLFI) is committed to mobilize and deploy its regular staff and facilities for the purpose of timely implementation of the programme. The programme, through the capacity building component, will provide support to strengthen the human and institutional capacity of the executing agency at and other implementing all levels. For activities with a cross-border dimension, the project will leverage IGAD and FAO corporate platforms.

*Community level capacity*

While the infrastructure investments (water and animal health) will be implemented with external contractors and technical assistance, the ownership and management of the facilities will rest ultimately with pastoral/agro-pastoral communities. The programme will ensure that the pastoral communities organize themselves in groups and acquire the knowledge and necessary skills to operate and maintain the facilities.
## LOGICAL FRAMEWORK MATRIX

<table>
<thead>
<tr>
<th>Intervention Logic</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Source and Means of Verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Objective:</strong> To improve governance and conflict prevention to reduce forced displacement and irregular migration in cross-border areas of South Sudan.</td>
<td>Number of people displaced in cross-border areas</td>
<td>1.83 million displaced internally (January 2017; IOM) 1.17 million displaced to neighbouring countries (Jan 2017; UNHCR)</td>
<td>The number of people displaced in cross-border areas reduced by 20% (March 2020)</td>
<td>- European Union, FAO, IOM, UNHCR, UNMISS, IGAD and CEWARN reports  - Governments of South Sudan and Ethiopia, Kenya, Sudan and Uganda reports</td>
<td>- Regional co-ordination mechanisms are in place for cross-border complementary planning  - New high-level conflict will not occur in border areas</td>
</tr>
<tr>
<td></td>
<td>Number of communities with peaceful interactions (including cross-border peace-building dynamics)</td>
<td>To be determined during inception phase/baseline studies</td>
<td>70 communities in the cluster areas (scoping &amp; mapping to be determined during inception phase/baseline studies)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Specific Objective:</strong> To improve household food security, nutrition and income and enhance livelihood resilience of pastoral and agro-pastoral communities, particularly across Abyei/NBEG, Upper Nile, and Karamoja “livestock clusters”.</td>
<td>Number of humanitarian and resilience plans influenced by the analyses produced under the Project</td>
<td>Scale and geographic priorities of the Humanitarian Response Plan reflect the IPC Phase 3, 4 and 5</td>
<td>HRP at country level remains designed according to IPC Livelihood resilience programmes in the Cluster Areas are designed and prioritized according to the Project’s information outputs</td>
<td>- FAO, UNICEF &amp; WFP household survey reports  - IPC reports and comparative analysis with cross-border areas  - CFSAM reports, maps, web-site, etc.  - Government of South Sudan/FAO national food security statistics  - Project baseline, inception, mid-term review and impact evaluation reports</td>
<td>- Sustained political commitment from governments, both in South Sudan and neighbouring countries, together with resource partners and international humanitarian and development agencies  - Increased and sustained political commitment to the resilience agenda by IGAD, its Members States and development partners  - Political risk will not hinder community consultation and planning  - No major natural or man-made shocks occur with destabilizing impact on livelihoods and institutional context</td>
</tr>
<tr>
<td></td>
<td>Change in the animal wealth of pastoralist and agro-pastoralist households</td>
<td>To be determined during inception phase/baseline studies</td>
<td>- 4 protocols for TAD surveillance, diagnostics, reporting and control system) harmonised and piloted  - 188,500 pastoralist &amp; agro-pastoralist HH livelihoods protected through vaccination &amp; treatment of their animals</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Changes in number of new employment opportunities and household income (particularly women and youth)</td>
<td>To be determined during inception phase/baseline studies</td>
<td>Annual household incomes of 20,000 pastoralist &amp; agro-pastoralist families increase from improved marketing of livestock &amp; animal products &amp; diversification of livelihoods</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Number of community-based natural resource management (NRM) initiatives</td>
<td>To be determined during inception phase/baseline studies</td>
<td>3 Natural Resource Management Committees established &amp; functional; and 45 groups demonstrating sustainable community-based NRM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intervention Logic</td>
<td>Indicator</td>
<td>Baseline</td>
<td>Target</td>
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| **Expected Result 1:** Pastoral and agro-pastoral food security and nutrition and early warning information systems strengthened in South Sudan and its border areas to improve regional and national policy and response capacity. | Food security information systems functional for effective humanitarian response, resilience programming and policy planning, including cross-border strategies | - Four data streams maintained, i.e.: rainfall, markets, FSNMS and crops monitoring (CCMCS)  
- (FAO/EU) land cover map and data (2010)  
- 16 IPC practitioners  
- 2 comprehensive IPC (10) state-level workshops and two annual national IPC updates | - Four data streams expanded to Cluster Areas and maintained  
- 25 additional market data sites  
- 12 additional agro-met data sites  
- half-yearly FSNMS extended & functional  
- 27 additional CCMCs reporting  
- Annual CFSAM reports published  
- Livestock information system established & functional  
- Pilot remote sensing system for crop monitoring  
- Web-based database/portal in CLiMIS established & operational | - Government of South Sudan and regional policy documents  
- United Nations, resource partners and NGO reports on food security & nutrition interventions (e.g. IPC & HRP)  
- Project progress reports (i.e. monthly statements, bulletins and quarterly and annual reports)  
- Project training reports and workshop proceedings | - Adoption and application of IPC and other measures is not outweighed by other factors.  
- All stakeholders, including the Government of South Sudan and its development partners, are committed to improving food security and hunger-related statistics in the country and cross-border areas  
- Security restraints/access issues does not impede assessments, trainings and data collection  
- Telecommunication systems remain functional to disseminate data |
| Number of evidence-based policies, strategies, plans and programmes informed by FAO-supported data collection and analysis and information management systems (e.g. IPC, FSNMS, CFSAM and LIMA) | Annual updates of:  
- South Sudan Humanitarian Response Plan  
- FAO’s ELRP and Resilience Programme  
- WFP’s EMOP  
- UK/DFID’s HARISS  
- EU’s FSTP | - IPC live map operational in CLiMIS  
- 29 IPC practitioners trained & certified  
- FSNIN operational strategy reviewed & updated annually  
- 8 LIMA networks established & functional  
- National and regional policies, strategies & plans developed (e.g. animal health, livestock trade, NRM, agro-pastoralist livelihoods resilience, food security & nutrition) | - Project communication & visibility strategy successfully implemented | | |
| Number of food and nutrition security policies and interventions informed by evidence from food security and land cover/use information systems | - FAO participation in three climate outlook forums per year (2016)  
- FAO food security and early warning information advocated and used by stakeholders effectively (2016) | - 78 food security & early warning information, advocacy tools & policy recommendations disseminated  
- 14 CLRP documents published  
- Livestock policy platform organised  
- 15 regional food security & cross-border livestock forums organized  
- Project communication & visibility strategy successfully implemented | | |
<table>
<thead>
<tr>
<th>Intervention Logic</th>
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<th>Target</th>
<th>Source and Means of Verification</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Expected Result 2:</strong></td>
<td>TAD prevention, detection and control measures in South Sudan border areas strengthened and harmonised.</td>
<td><strong>Community Animal Health Workers’ (CAHWs’)</strong> network established and functional</td>
<td><strong>Number of animals at risk from trans-boundary animal diseases (TADs)</strong></td>
<td><strong>Community Animal Health Workers’ (CAHWs’)</strong> network established and functional</td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
</tr>
<tr>
<td><strong>To be conducted during inception phase/baseline studies</strong></td>
<td><strong>Livestock populations for three Cluster Areas to be determined during baseline studies</strong></td>
<td><strong>Livestock populations for three Cluster Areas to be determined during baseline studies</strong></td>
<td><strong>3 TADs diagnostic laboratory kits</strong></td>
<td><strong>Adequate coordination mechanisms in place on the other side of the border</strong></td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
</tr>
<tr>
<td><strong>370 additional CAHWs trained &amp; functional in support of a national network</strong></td>
<td><strong>45 meetings, workshop &amp; platforms (of 1,270 participants) organised &amp; minuted/reported; and recommendations for co-ordinated TAD surveillance, reporting &amp; control implemented</strong></td>
<td><strong>45 meetings, workshop &amp; platforms (of 1,270 participants) organised &amp; minuted/reported; and recommendations for co-ordinated TAD surveillance, reporting &amp; control implemented</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
</tr>
<tr>
<td><strong>Institutional assessment report (with C4D guidelines) prepared &amp; adopted by stakeholders</strong></td>
<td><strong>Livestock populations for three Cluster Areas to be determined during baseline studies</strong></td>
<td><strong>Livestock populations for three Cluster Areas to be determined during baseline studies</strong></td>
<td><strong>3 TADs diagnostic laboratory kits</strong></td>
<td><strong>Adequate coordination mechanisms in place on the other side of the border</strong></td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
</tr>
<tr>
<td><strong>Institutional assessment report (with C4D guidelines) prepared &amp; adopted by stakeholders</strong></td>
<td><strong>No baseline</strong></td>
<td><strong>No baseline</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
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<tr>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td><strong>No baseline</strong></td>
<td><strong>No baseline</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td><strong>Livestock identification &amp; traceability strategy piloted/reported</strong></td>
<td>Adequate coordination mechanisms in place on the other side of the border</td>
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<tr>
<td><strong>Expected Result 3:</strong> Diversification of agro-pastoral livelihoods enhanced and access to livestock markets improved</td>
<td>- Number of commodity value chain analysis conducted and adopted</td>
<td>No baseline</td>
<td>- 3 area-specific commodity value chain analysis conducted &amp; adopted by stakeholders</td>
<td>- Commodity value chain analysis/feasibility study reports</td>
<td>- Adequate co-ordination mechanisms in place on the other side of the border</td>
</tr>
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<td>- Number of initiatives for diversifying agro-pastoral livelihoods</td>
<td></td>
<td>- 3 cluster Area action plans &amp; guidelines for diversifying agro-pastoral livelihoods prepared &amp; adopted by stakeholders</td>
<td>- South Sudan Livestock Master Plan document</td>
<td>- Functional markets</td>
</tr>
<tr>
<td></td>
<td>Number of livestock trade policies developed and trading organisations established</td>
<td>No baseline</td>
<td>- 1 South Sudan National Livestock Marketing Council (SSNLMC) established &amp; functional</td>
<td>- SSNLMC records</td>
<td>- Willingness of cross-border officials to collaborate</td>
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<td></td>
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<td>- 1 South Sudan Livestock Master Plan prepared using project data</td>
<td>- Auction yards’ &amp; slaughter slabs/houses’ records</td>
<td>- Positive attitudinal changes by communities</td>
</tr>
<tr>
<td></td>
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<td>- All stakeholders aware of the legal framework on livestock movement, trading systems &amp; local governance</td>
<td>- Minutes of public-private partnership (PPP) meetings</td>
<td>- Low inflation rates</td>
</tr>
<tr>
<td></td>
<td>Number of functional livestock marketing chains</td>
<td>To be determined during baseline studies</td>
<td>- 6 auction yards constructed and functional (under LoA partnership)</td>
<td>- Project progress reports (i.e. monthly statements and quarterly and annual reports)</td>
<td>- Willingness of local authorities and nomadic pastoralists to buy into “public-private-community partnership (PPCP)” management concept</td>
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<td>- 5 slaughter slabs/houses rehabilitated or constructed &amp; functional through strengthened PPPs.</td>
<td>- Project training reports</td>
<td>- project is targeting those households with no diversified livelihoods options</td>
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<td>- 20 small meat and milk production, handling &amp; processing enterprises functional (benefitting 100 women &amp; youth)</td>
<td>- Project procurement reports</td>
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<td>- 10 groups of skilled labour workers (carpenters, plumbers, black smiths, masons) trained and equipped in support of livestock infrastructure</td>
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<tr>
<td></td>
<td>Number of pastoralists &amp; agro-pastoralists diversifying livelihoods (e.g. skins and hides, meat, milk, honey, native plants/wild foods, fodder production and conservation, poultry, vegetables, seeds and agro-processing)</td>
<td>No baseline</td>
<td>- 3,450 pastoralists &amp; agro-pastoralists HH participating in 75 APFSs to learn new &amp; improved technologies &amp; practices with inputs, tools, &amp; equipment to support alternative climate-smart, food security &amp; income generating activities</td>
<td>- 5,600 HH practicing improved vegetable production</td>
<td></td>
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<tr>
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</tbody>
</table>
| Expected Result 4: | NRM practices in cross-border areas improved on a sustainable basis.      | No baseline       | - 3 area assessments & inventory reports (with maps) prepared & adopted by stakeholders  
- 3 cluster NRM/M&E systems functioning  
- Updated geo-spatial land cover map | - Natural resources assessment & inventory reports & maps  
- State NRMCs’ records  
- Community-based NRM plans  
- AGPS, PFS & FFS diaries  
- Project progress reports (i.e. monthly statements and quarterly and annual reports)  
- Project training reports  
- Minutes of PPCP meetings | - Adequate coordination mechanisms in place on the other side of the border  
- Conducive peaceful environment in both South Sudan and cross-border areas  
- Willingness of local authorities to buy into “community-based NRM” approaches |
|                   | Meaningful participation of local stakeholders in NRM for equitable access to land, water, forest and range | Limited participation of local stakeholder in NRM | - 3 Natural Resource Management Committees (NRMCs) in target areas established & functioning  
- Facilitate 13 seasonal migration conferences, workshops, meetings in close co-operation with UNMISS and other stakeholders  
- 45 Community meetings (2,250 participants) on sustainable NRM practice  
- 4 multi-purpose community-owned water infrastructures to be constructed or rehabilitated (eg. small scale canals, pipeline extensions etc) | - Natural resources assessment & inventory reports & maps  
- State NRMCs’ records  
- Community-based NRM plans  
- AGPS, PFS & FFS diaries  
- Project progress reports (i.e. monthly statements and quarterly and annual reports)  
- Project training reports  
- Minutes of PPCP meetings | - Adequate coordination mechanisms in place on the other side of the border  
- Conducive peaceful environment in both South Sudan and cross-border areas  
- Willingness of local authorities to buy into “community-based NRM” approaches |
### WORK PLAN

<table>
<thead>
<tr>
<th>Results Chain</th>
<th>Target</th>
<th>Expected Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected Result 1: Pastoral and agro-pastoral food security and nutrition and early warning information systems strengthened in South Sudan and its border areas to improve regional and national policy and response capacity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity 1.1. Improve data collection and analysis, information management and monitoring systems</strong></td>
<td><strong>- 27 additional CCMCs reporting regularly over cropping seasons</strong>&lt;br&gt;<strong>- 2 sites piloting use of remote sensing for crop monitoring</strong>&lt;br&gt;<strong>- CLiMIS crop production live maps</strong></td>
<td>Apr-2017  Mar-2020</td>
</tr>
<tr>
<td><strong>- Maintain FAO’s coverage of crop monitoring for South Sudan and scale up coverage in the three cluster areas, including support to county crop monitoring committees (CCMCs)</strong></td>
<td><strong>- 25 additional market data collection sites in CLiMIS</strong>&lt;br&gt;<strong>- CLiMIS price live maps and monthly e-bulletins</strong></td>
<td>Apr-2017  Mar-2020</td>
</tr>
<tr>
<td><strong>- Maintain FAO’s coverage of market data collected in South Sudan and scale up coverage in the three cluster areas (in partnership with WFP, FEWS NET and MAFS/NBS)</strong></td>
<td></td>
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<tr>
<td><strong>- Maintain FAO’s coverage of agro-meteorological field data collected in South Sudan and scale up coverage in the three cluster areas</strong></td>
<td><strong>- 12 additional agro-met data collection sites series in CLiMIS</strong>&lt;br&gt;<strong>- CLiMIS agro-met live map</strong>&lt;br&gt;<strong>- On-line access to remote sensing precipitation and NDVI estimates through CLiMIS web portal</strong></td>
<td>Apr-2017  Dec-2019</td>
</tr>
<tr>
<td><strong>- Conduct food security and nutrition monitoring (FSNMS) with partner agencies twice per year and increase sample size of household survey in the three cluster areas</strong></td>
<td><strong>- 270 enumerators trained and functioning</strong>&lt;br&gt;<strong>- Half-yearly FSNMS at (former) state level and livelihood zone plus additional sample in cluster areas</strong></td>
<td>Apr-2017  Mar-2020</td>
</tr>
<tr>
<td><strong>- Establish and maintain a “livestock Information system (LMS)” with data collection on livestock health and body condition, production (i.e. milk and meat), trade, migration, conflict, disease outbreaks, access to pasture and water, and pasture conditions</strong></td>
<td><strong>- 40 enumerators trained and functioning (8 ToTs)</strong>&lt;br&gt;<strong>- 1 database in CLiMIS operational</strong>&lt;br&gt;<strong>- 6 bulletins published ((2 per year))</strong></td>
<td>Apr-2017  Mar-2020</td>
</tr>
<tr>
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</table>
| - Collate and disseminate quality and user-friendly web-based information    | - 1 CLiMIS portal fully developed  
- 2 national events per year organised to promote CLiMIS  
- 2 CLiMIS e-bulletins per year                                                                                   | Apr-2017 Mar-2020   |
| through the South Sudan Crop and Livestock Market Information System (CLiMIS) |                                                                                                                                                                   |                      |
| Activity 1.2. Strengthen evidenced-based analysis, consensus building         | - IPC live map in CLiMIS  
- 25 national IPC Level 1 and 4 national IPC Level 2 practitioners trained, certified and functioning  
- FSNIN operational strategy reviewed/updated annually                                                                 | Apr-2017 Mar-2020   |
| for informed decision making                                                 |                                                                                                                                                                   |                      |
| - Sustain IPC state and national analysis systems with quality data streams   | - 8 LIMA networks established and functioning in the cluster areas                                                                                               | Jul-2017 Mar-2020   |
| feeding into the process, including the food security and nutrition           |                                                                                                                                                                   |                      |
| information network (FSNIN)                                                 |                                                                                                                                                                   |                      |
| - Establish local livelihood information monitoring and analysis (LIMA)       | - At least demand driven study per year  
- At least 3 rapid response assessment per year                                                                                                           | Apr-2017 Mar-2020   |
| networks in cluster areas                                                   |                                                                                                                                                                   |                      |
| Activity 1.3. Improve communication and reporting for evidence-based          | - At least 20 contributions per year at state, national and regional forums relating to food security  
- At least 6 policy and early warning briefs developed per year                                                               | Apr-2017 Mar-2020   |
| co-ordination and decisions at cluster area, national and regional levels    |                                                                                                                                                                   |                      |
| - Produce and disseminate food security and early warning                     | - 14 CLRP documents produced for the cluster areas; and 14 launch events organised                                                                            | Jul-2017 Dec-2019   |
| recommendations to inform decision making and response                       |                                                                                                                                                                   |                      |
| - Lead the analysis and preparation of co-ordinated local livelihood         |                                                                                                                                                                   |                      |
| response planning (CLRP) documents in the cluster areas – based on LIMA       |                                                                                                                                                                   |                      |
| methodologies                                                               |                                                                                                                                                                   |                      |
## Results Chain

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target</th>
<th>Expected Dates</th>
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</thead>
</table>
| - Engage with policy and co-ordination platforms at national level, including the Government of South Sudan and UN Humanitarian Country Team | - FAO’s regular participation to humanitarian forums  
- 1 national resilience planning and information platform promoted  
- 1 national livestock policy platform promoted | Apr-2017  
Mar-2020 |
| - Engage with policy and co-ordination platforms at regional level, including IGAD (IDDRSI), and FAO Regional and Sub-regional Offices (i.e. RAF, SFE, RTEA and ECTAD) | - At least 3 regional food security forums participated per year  
- At least 2 livestock cross-border co-ordination platforms participated per year | Apr-2017  
Mar-2020 |
| - Develop and implement a project communication and visibility strategy, including defined milestones to highlight target audiences to be reached and the appropriate communication tools for the European Union, FAO and the Government of South Sudan (covering the four results) | - 1 project-specific communication and visibility strategy implemented  
- 8 assessments of awareness of and satisfaction with project interventions  
- 8 videos produced and disseminated  
- 18 media events organized  
- At least 20,000 visibility items with clear demarcation of project and donor logo  
- 8 project milestones covered by multimedia releases | Apr-2017  
Mar-2020 |

**Expected Result 2:**

Trans-boundary animal disease (TAD) prevention, detection and control measures in South Sudan border areas strengthened and harmonised

### Activity 2.1. Undertake a baseline study to identify gaps and opportunities in target clusters:

<table>
<thead>
<tr>
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</thead>
</table>
| - Conduct animal health extension assessment to determine capacity gaps and needs using veterinary capacity and epidemiology tools, and laboratories, and produce an implementation methodology/guideline for communication for development (C4D) to the communities | Institutional assessment report prepared and adopted by stakeholders | Jun-2017  
Dec-2017 |

### Activity 2.2. Build adequate capacity through training of community animal health workers (CAHWs)

<table>
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<tr>
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</thead>
</table>
| - Under LoA train CAHWs and veterinary personnel on vaccination, sampling, testing, cold chain management and reporting | - 9 training courses  
- 270 beneficiaries | Oct-2017  
Jun-2019 |
| - Under LoA train CAHWs and other stakeholders (e.g. traders) for the implementation of cost recovery mechanisms | - 5 training courses  
- 100 beneficiaries | Oct-2017  
Dec-2018 |
### Activity 2.3. Implement TAD prevention, detection and control measures

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>- Procure and distribute inputs for livestock vaccination and treatment (i.e. vaccines for major TADs, drugs and cold chain equipment) including response to outbreaks</td>
<td>- 139,500 households benefit - 1,395,000 animals vaccinated</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Procure and distribute deworming medication, acaricides and trypanocides based on animal populations of each cluster</td>
<td>- 48,950 households benefit - 195,800 cattle treated</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Undertake post-vaccination sero-monitoring on sub-set of herds for each cluster</td>
<td>- 8 sero-monitoring exercises</td>
<td>Jan-2018</td>
</tr>
<tr>
<td>- Procure TAD diagnostic kits</td>
<td>- 3 kits procured</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Conduct surveillance, early detection, organize early response to control disease outbreaks in the clusters</td>
<td>- reports</td>
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</tbody>
</table>

### Activity 2.4. Support co-ordination, harmonisation and communication of animal health activities

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>- Organise and report a stakeholder workshops with state, county and national veterinarians and other animal health personnel on the project objectives and goals and to identify gaps and needs</td>
<td>- 15 workshops - 450 participants</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Organise and report a series annual cross-border workshops on animal disease prevention, detection and control (for each cluster) with particular attention on information sharing and communication of suspect disease events</td>
<td>- 11 workshops - 330 participants</td>
<td>Jul-2017</td>
</tr>
<tr>
<td>- Organise and minute stakeholder co-ordination meeting for the Three project clusters (In Juba)</td>
<td>- 3 meetings - 9 participants</td>
<td>Jul-2017</td>
</tr>
<tr>
<td>- Organise and minute annual cross-border meetings between South Sudan and Ethiopia, Kenya, Sudan and Uganda to strengthen collaboration with neighbouring countries</td>
<td>- 3 meetings - 60 participants</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Organise and report follow-up workshops/training events for outputs of the cross-border meetings for further field-level activities if necessary</td>
<td>- 9 workshops - 270 participants</td>
<td>Jan-2018</td>
</tr>
<tr>
<td>- Support participations from South Sudan to the Regional Animal Health Platforms under the global TADs framework led by FAO and OIE</td>
<td>- 14 participants</td>
<td>Oct-2017</td>
</tr>
<tr>
<td>- Organise and minute meetings for proposal and roll out of regional eradication and control initiatives in the cluster areas</td>
<td>- 12 meetings - 240 participants</td>
<td>Oct-2017</td>
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</table>
### Results Chain

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<tbody>
<tr>
<td><strong>Activity 2.5. Facilitate animal disease policy dialogue and engagement in cluster areas</strong></td>
<td>- Pilot livestock identification and traceability strategy at cluster level</td>
<td>July-2017 to Jun-2018</td>
</tr>
<tr>
<td>- Develop a network of community-based livestock extension agents (in liaison with the VFUs system) to facilitate access to animal health care services from remote villages</td>
<td>- 3 network created and reported</td>
<td>Jan-2018 to Mar-2019</td>
</tr>
<tr>
<td>- Create awareness among stakeholders on the risks and impact of TADs</td>
<td>- 9 awareness campaign events organised and reported</td>
<td>Oct-2017 to Jun-2019</td>
</tr>
</tbody>
</table>

#### Expected Result 3:

Diversification of agro-pastoral livelihoods enhanced and access to livestock markets improved

<table>
<thead>
<tr>
<th>Activity 3.1. Undertake baseline studies to identify gaps and opportunities in the three Cluster Areas</th>
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<tbody>
<tr>
<td>- Conduct a literature review and field detail assessment with mapping of agro-pastoral livelihood systems and under the LoA identify existing APFS/groups and conduct participatory planning at community level to produce an implementation methodology/guideline for C4D to the communities.</td>
<td>1 Assessment report (including plans and guidelines) prepared and adopted by stakeholders</td>
</tr>
<tr>
<td>- Conduct value chain analysis and socio-economic assessments, under the LoA, to map the cross-border livestock mobility, markets and the status of the facilities and services in those markets</td>
<td>1 Value chain analyses 1 Assessment report prepared and adopted by stakeholders</td>
</tr>
</tbody>
</table>

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<tr>
<th>Activity 3.2 Undertake studies, policy development and co-ordination related to livestock trade</th>
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<tbody>
<tr>
<td>- Facilitate negotiations meetings between cross-border/national officials/institutions for increased livestock trade volume</td>
<td>21 meetings 420 participants</td>
</tr>
<tr>
<td>- Form a South Sudan National Livestock Council (SSNLC) – as part of the regional North East Africa Livestock Marketing Council (NEALCO)</td>
<td>SSNLMC established/ functioning 3 meetings (180 participants)</td>
</tr>
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</table>

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<tr>
<th>Activity 3.3. Strengthen livestock marketing systems</th>
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<tbody>
<tr>
<td>- Rehabilitate/construct auction yards (under the LoAs) in strategic market locations</td>
<td>6 auction yards functioning</td>
</tr>
<tr>
<td>- Rehabilitate/establish slaughter slabs/houses in strategic market locations through support to public-private partnerships (PPPs)</td>
<td>5 slaughter slabs/houses rehabilitated or constructed and functional through strengthened PPPs</td>
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<tr>
<td>Results Chain</td>
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</table>
| - Train groups of women and youth on livestock value addition (e.g. meat and milk production, handling and processing) through the implementation APFS | - 20 small meat and milk production, handling & processing enterprises functional  
- 100 benefiting women and youth                                              | Jul-2017                |
<p>| - Form new small-scale artisan groups (or support to existing groups) of blacksmiths, masons, carpenters, plumbers, etc | - 10 artisan groups trained and functioning                            | Oct-2017                |
|                                                                              |                                                                        | Dec-2017                |
| <strong>Activity 3.4. Promote supplementary/alternative livelihoods</strong>              |                                                                        |                         |
| - Negotiate with Local authorities to facilitate land titles for traders, blacksmiths, masons, plumbers and other stakeholders | - 21 meetings                                                        | Oct-2017                |
|                                                                              | - 240 participants                                                   | Mar-2018                |
| - Under the LoA conduct feasibility studies on potential value chains, VSLA options and livelihood activities that are most applicable in each cluster area (i.e. from those commodities listed below) | - study prepared and adopted by stakeholders                         | Jul-2017                |
|                                                                              |                                                                        | Dec-2017                |
| - Under the LoA identify and conduct refresher training including formal education approaches for existing agro-pastoral groups and organise season-long implementation of new APFSs | - 40 refresher APFSs completed and reported (1,200 beneficiaries)      | Jul-2017                |
|                                                                              | - 75 new APFSs completed and reported (2,250 beneficiaries)           | Sep-2019                |
| - Under the LoA train and provide inputs (e.g. drying frames and storage sheds) to women and youth groups (i.e. APFSs) on appropriate skin and hides processing | 7 groups trained (140 beneficiaries)                                  | Oct-2017                |
|                                                                              | 8 groups equipped and operational (240 beneficiaries)                 | Jun-2019                |
| - Under the LoA train and provide inputs (e.g. milk containers and solar fridges) to women and youth groups (i.e. APFSs) on milk production, processing and marketing | - 7 groups trained (140 beneficiaries)                                | Oct-2017                |
|                                                                              | - 10 groups equipped and operational (300 beneficiaries)              | Sep-2019                |
| - Under the LoA train and provide inputs on meat production, processing and marketing for women and youth groups (i.e. APFSs) | - 8 groups trained (160 beneficiaries)                                | Oct-2017                |
|                                                                              | - 10 groups equipped and operational (300 beneficiaries)              | Sep-2019                |</p>
<table>
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<tr>
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<tr>
<td>- Under the LoA train and provide inputs to youth and women groups (i.e. APFSs) for improved honey production (e.g. bee-hives and manual extraction)</td>
<td>- 5 groups trained (100 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 6 groups equipped and operational (180 beneficiaries)</td>
<td>Dec-2019</td>
</tr>
<tr>
<td>- Under the LoA facilitate market linkages with potential skin and hides and honey and wax buyers</td>
<td>- 4 groups trained (120 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 4 groups equipped and operational (120 beneficiaries)</td>
<td>Sep-2019</td>
</tr>
<tr>
<td>- Under the LoA train and provide inputs for the production and processing of native plants and wild foods</td>
<td>- 5 groups trained (150 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 165 households marketing native plants and wild foods</td>
<td>Sep-2019</td>
</tr>
<tr>
<td>- Under the LoA train and provide improved breeds to youth and women groups for poultry production</td>
<td>- 6 APFSs implemented (180 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 330 households practicing improved poultry production</td>
<td>Jun-2019</td>
</tr>
<tr>
<td>- Under the LoA train and provide inputs to selected forest users/pastoralists for Gum Arabic harvesting, storage and marketing</td>
<td>- 4 groups trained (120 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 100 households marketing Gum Arabic</td>
<td>Mar-2019</td>
</tr>
<tr>
<td>- Under the LoA support seed multiplication through existing agro-pastoral groups/individual farmers</td>
<td>- 30 APFSs implemented (900 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 900 households practicing improved seed production</td>
<td>Mar-2020</td>
</tr>
<tr>
<td>- Under the LoA Increase vegetable production on a sustainable basis</td>
<td>- 6 APFSs implemented (180 beneficiaries)</td>
<td>Jul-2017</td>
</tr>
<tr>
<td></td>
<td>- 5,600 households practicing improved vegetable production</td>
<td>Dec-2019</td>
</tr>
<tr>
<td>- Under the LoA Support post-harvest processing and storage facilities (e.g. manually operated maize shellers, manually operated flour mills, cassava processing units and seed cleaners) focusing training and provision of equipment for on climate-smart technologies</td>
<td>- 6 groups trained (180 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 25 groups established and/or strengthened and functioning (750 beneficiaries)</td>
<td>Sep-2019</td>
</tr>
<tr>
<td>- Under the LoA train on financial and credit management to artisans (e.g. blacksmith and carpenters)</td>
<td>- 5 groups trained (150 beneficiaries)</td>
<td>Oct-2017</td>
</tr>
<tr>
<td></td>
<td>- 150 artisans benefit from loans</td>
<td>Sep-2019</td>
</tr>
<tr>
<td>Results Chain</td>
<td>Target</td>
<td>Expected Dates</td>
</tr>
<tr>
<td>---------------</td>
<td>--------</td>
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</tr>
<tr>
<td><strong>Expected Result 4:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NRM practices in cross-border areas improved on a sustainable basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity 4.1. Create a common basis of information to support natural resources dialogue and planning processes in the clusters areas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Analyse the NRM policy, legal and institutional frameworks in the cluster areas</td>
<td>- 3 assessment reports prepared and adopted by stakeholders</td>
<td>Jul-2017 Dec-2017</td>
</tr>
<tr>
<td>- Conduct cross-border conflict assessments of three cluster areas using IGAD’s conflict and early warning and response mechanism (CEWARN)</td>
<td>- 2 assessment reports prepared and adopted by stakeholders</td>
<td>Apr-2017 Mar-2018</td>
</tr>
<tr>
<td>- Under LoA map and document natural resources, land use and land tenure systems in the three cluster areas and produce a implementation methodology/guideline for communication for development to the communities</td>
<td>- 3 assessment reports (including guidelines) prepared and adopted by stakeholders</td>
<td>Jul-2017 Mar-2018</td>
</tr>
<tr>
<td>- Under the LoA compile an inventory of communities, governance and grievance addressing mechanisms and participatory identification and prioritisation of issues</td>
<td>- 3 inventory reports prepared and adopted by stakeholders</td>
<td>Jul-2017 Dec-2017</td>
</tr>
<tr>
<td>- Develop a baseline and M&amp;E system to monitor NRM and project impact on natural resources</td>
<td>- 3 cluster M&amp;E systems functioning and collaborating</td>
<td>Apr-2017 Sep-2017</td>
</tr>
<tr>
<td>- Develop geo-spatial tools (e.g. remote sensing and GIS) for environmental monitoring in specific parts of the three cluster areas</td>
<td>- 1 updated land cover map (2018) and data in specific cluster areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 1 land cover trend analysis (2010-2018) reported</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 1 geo-spatial service provider operational to outsource analyses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 5 national staff familiar with and using geo-spatial tools and data</td>
<td>Apr-2017 Mar-2020</td>
</tr>
<tr>
<td><strong>Activity 4.2. Improve equitable access to natural resources in selected parts of cluster areas</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Establish Natural Resource Management Committees (NRMCs) in target states including scoping of responsibility, training needs, capacity building and collaboration with authorities</td>
<td>- 3 NRMCs established and functioning</td>
<td>Jul-2017 Mar-2019</td>
</tr>
<tr>
<td>- Facilitate seasonal migration conferences, workshops, meetings in close co-operation with UNMISS and other stakeholders</td>
<td>- 13 workshops organized and reported (280 participants)</td>
<td>Oct-2017 Mar-2019</td>
</tr>
<tr>
<td>- Under LoA train land, water, forest and range users in sustainable land and water management practices and Introduce alternative resource-based conflict resolution mechanisms through APFSs</td>
<td>- 9 APFSs implemented (270 beneficiaries)</td>
<td>Jan-2018 Dec-2018</td>
</tr>
<tr>
<td><strong>Activity 4.3. Improve management and equitable access to water sources for livelihood activities within target communities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Under LoA Establish and/or strengthen community-based mechanisms for sustainable NRM along livestock corridors</td>
<td>- 40 communities managing natural resources sustainably</td>
<td>Oct-2017 Jun-2019</td>
</tr>
<tr>
<td>- Under LoA undertake water assessments, environmental impact assessments and feasibility studies for the proposed community-based water supply infrastructure</td>
<td>- 2 feasibility studies prepared and adopted by stakeholders</td>
<td>Jul-2017 Dec-2017</td>
</tr>
<tr>
<td>Results Chain</td>
<td>Target</td>
<td>Expected Dates</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>------------------</td>
</tr>
</tbody>
</table>
| - Under LoA drill deep wells and rehabilitate *haffirs* for feasible community-based water points | - 12 deep wells functioning  
- 2 *haffirs* functioning                                                   | Oct-2017 Sep-2019 |
| - Construct multi-purpose community-based water infrastructure (e.g. small-scale canals and pipeline extensions) | - 4 multi-purpose water structures functioning                         | Oct-2017 Mar-2019 |
| - Under LoAs create linkages between small businesses/income-generating schemes and the water points rehabilitated or constructed | 9 communities benefitting from public-private-community partnerships developed | Jul-2018 Dec-2019 |
## APPENDIX III

### PROJECT RISKS AND MITIGATION MEASURES LOG

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Risk Consequences</th>
<th>Rating</th>
<th>Risk Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak institutional and management capacity in the target clusters</td>
<td>Slow implementation and jeopardized sustainability</td>
<td>High</td>
<td>Capacity building is an integral part of both the policy and community engagement component and a core component of the programme. The use of the Field School and FAO’s Communication for Development (ComDev) approach ensures strengthening of social capital as well as strengthened local advisory services.</td>
</tr>
<tr>
<td>Insecurity particularly in cross-border areas</td>
<td>Access to target areas will restrict programme implementation due to suspension of operations</td>
<td>High</td>
<td>In close collaboration with local institutions, identify secure target intervention locations. Local institutions and community structures will be strengthened to manage interventions with minimal external support. The programme will apply and support strengthened conflict resolution mechanism that are a component of the project. Efforts will be made to seek state governments’ commitment to reinforce peace and security in the targeted areas of the programme. Further FAO will identity and work through competent Local Service providers as implementing entities.</td>
</tr>
<tr>
<td>Volatility of population movements and livestock migration</td>
<td>Disruption of programme interventions</td>
<td></td>
<td>Thorough risk analysis and monitoring is required in those volatile environments to ensure that project activities do not create negative push and pull factors and achieve the expected objectives of mitigating cross-border movements and tensions.</td>
</tr>
<tr>
<td>Political instability and unrest in South Sudan</td>
<td>Interruption of programme interventions</td>
<td>High</td>
<td>The situation will be monitored closely, as to provide early warning of potential interruptions, with resulting measures taken early.</td>
</tr>
<tr>
<td>Conflicts in scheduling of cross-border joint action with other countries that may result in maladaptation</td>
<td>Fragmented efforts with limited impact</td>
<td>Low</td>
<td>In-depth briefings and discussions with relevant border state authorities both at national as well as local level will be held at programme inception with assistance from IGAD.</td>
</tr>
<tr>
<td>Logistical problem</td>
<td>Delayed and Slow implementation</td>
<td>High</td>
<td>Prepositioning, of support and use of UNHAS flights or own FAO air operations</td>
</tr>
<tr>
<td>Macro-economic deterioration</td>
<td>Market collapse; banking system disruption; reduced availability of goods and services at local level</td>
<td>Medium</td>
<td>Diversification of banking channels and money vendors across the country</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Procurement processes involving both local and international suppliers of goods and services</td>
</tr>
<tr>
<td>Challenge</td>
<td>Interventions</td>
<td>Evidence</td>
<td>Description</td>
</tr>
<tr>
<td>-----------</td>
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<td>-------------</td>
</tr>
<tr>
<td>Reluctance by communities and local administration to drive changes in terms of cross-border interventions</td>
<td>Continuation in cross-border resource-based conflicts, disease spread and limited trade linkages</td>
<td>Medium</td>
<td>Evidence-based policy dialogues on cross-border resource sharing will be held as part of the programme. Continuous advocacy on the role and importance of attention to cross-border issues, experience sharing to communities etc.</td>
</tr>
<tr>
<td>The mandate of IGAD as a coordination and harmonization institution is downplayed by key (state and non-state) players relevant to the policy sector</td>
<td>Policy harmonization, collective action and integration in the region will be slow and protracted</td>
<td>Low</td>
<td>Central government and non-state actors e.g. Ministries, NGOs will be involved at an early stage. Awareness rising at all levels on IGAD and its role will be undertaken. Institutional and governance bottlenecks will be identified and addressed.</td>
</tr>
<tr>
<td>Development partners not willing to fund long-term programme or redirecting funds to sudden emergencies</td>
<td>Challenge in maintaining a sustained programmatic approach</td>
<td>Medium</td>
<td>Core donor financing for the overall programme will be secured for a minimum of three years and thus ensure a sustained approach. Additional support (e.g. FAO’s Emergency Livelihood Response Programme) contributions will increase the scope of the programme but will not jeopardize the core components of the programme in case of changes.</td>
</tr>
<tr>
<td>Low level of information and knowledge available about some target cross-border sites (except Abyei).</td>
<td>Lack of data prevents impact measurement as well as hampers targeted and gap-filling support, i.e. risk of duplication</td>
<td>Medium</td>
<td>Comprehensive baseline surveys will be undertaken by the project. Liaising with programmes across the border (FAO and other partners). In addition, stakeholder meetings are conducted at start-up and participatory community assessment tools are applied in through CMDRR and A/PFS processes at community level.</td>
</tr>
<tr>
<td>Unequal participation across gender groups including youth in programme interventions.</td>
<td>Unequal and benefit accrued from the programme across gender and youth groups</td>
<td>High</td>
<td>A comprehensive vulnerable groups risk assessment will be included in start-up programme interventions. Gender mainstreaming and targeted efforts for participation of women will be ensured at all stages of community level work. The community investment grant modality will include a special window for financing to women and youth targeted or led interventions.</td>
</tr>
<tr>
<td>Impact of climate change on cross-border ecosystems, incl. extreme weather events (droughts, floods) and increase in pest and disease outbreaks</td>
<td>Failure of community investments or low impact of interventions due to limited access and movement during floods and diversion of programming resources.</td>
<td>Medium</td>
<td>Climate change is a slow process, thus, drastic climatic changes are not expected during the programme period. However, measures are taken for preparedness and response to changes observed. CMDRR action planning facilitated in target areas as to ensure community-based analysis of risks and hazards and mitigation actions. Adaptation measures to climate change is also part of the assessment criteria for funding of community investments projects, and is also part of community training curriculum.</td>
</tr>
</tbody>
</table>
SIMPLIFIED COST OPTIONS APPLIED BY FAO: STAFF COSTS AND OFFICE COSTS UNDER PAGODA

1. Description of staff cost accounting at FAO, prepared in accordance with EC guidance on simplified cost options for such expenditure under Pillar Assessed Grant/Delegation Agreements (PAGoDA)

Background

FAO applies the UN Common System of entitlements i.e. salaries, allowance and benefits, for all staff, irrespective of funding source. It should be noted that the effect of this is that, since rates of pay and of allowance and benefits are set centrally for the entire UN, they are not under the control of the Organization. It should also be noted that their accountable cost in USD is also largely outside the Organization’s control e.g. the US Dollar cost of project staff salaries will vary in some degree, often in large degree, with the movement of the exchange rate of country of the duty station against the US Dollar. Unit staff costs charged are thus likely to change, sometimes very considerably, over the course of a project.

Staff costs – recurrent and non-recurrent elements

Staff costs may broadly be classified as arising in one of two ways:

- From so-called ‘recurrent’ pay elements, processed through the monthly payroll: salary, mobility and hardship allowance, rental subsidy etc., as detailed on the monthly pay status and payable to the staff member; and medical insurance and pension fund contributions made by FAO
- From ‘non-recurrent’ pay elements, processed either as other staff entitlements are paid, usually outside the monthly payroll, or as such entitlements are earned through qualifying service. Installation allowance on re-location and education grant payments for eligible children are examples of the former; charges to fund the eventual payment of repatriation grants to separating staff on their return to their home country or to fund FAO’s obligation to contribute to the eventual after-service medical costs of qualifying retired staff, are examples of the latter.

Note: a ‘non-recurrent’ pay element might in fact be paid through the monthly payroll, e.g. children allowances, but this does not change the accounting treatment described above.

FAO accounts for staff costs chargeable to projects in two ways, both to be considered simplified cost options under PAGoDA, as follows.

- As standard unit staff costs, applicable for staff employed under its core budget or Regular Programme (RP), funded from assessed contributions of its members;
- As modified standard unit staff costs, applicable for staff on projects funded by voluntary funds from donors - so-called Extra-Budgetary Funds (EB), comprising Trust Funds and UNDP funds.

Regular Programme (RP) – Standard Cost Accounting

Staff employed under the Regular Programme (RP) may also do work for EU (or other EB) projects, whether through a period of assignment or for provision of technical support service (TSS - chargeable at daily rates) based on the RP standard staff costs. Accordingly, this method of staff cost accounting is also being presented for EC certification – see note on this below. These standard staff costs are derived as follows.
The budget for Regular Programme staff costs and related charges are based on average total staff costs by grade and major location for the biennium concerned. Accordingly, all costs and charges arising for RP staff, whether from the monthly payroll recurrent pay elements or non-recurrent pay elements, are charged to the designated ‘Staff Cost Variance (SCV) Account’ for the grade and location. With each month’s payroll, the standard unit staff costs (as set during budget preparation for the biennium in course) are charged to the budgets of RP units and credited to the appropriate SCV account. Differences on SCV accounts at period end between total costs and credits, are distributed in proportion to total payroll charges made throughout the period.

**Extra-Budgetary Funds (EB) – Modified Standard Cost Accounting**

Staff cost budgets and related charges for projects funded from extra-budgetary (also called donor funds or voluntary contributions), are based on:

- Actual recurrent’ payroll costs, as reflected in monthly salary payments and FAO monthly contributions towards social security schemes viz. Pension Fund and medical insurance scheme
- A percentage ‘uplift’ calculated on the basis of the amount needed to cover the balance of costs outstanding on the Cost Collection/Staff Cost Variance (SCV) Account, to which the cost of all ‘non-recurrent’ staff entitlements is charged. The percentage so calculated is applied each month to each ‘recurrent’ element of monthly payroll processing. (As mentioned above, some ‘non-recurrent’ pay elements e.g. child allowances, are paid through the monthly payroll but their cost is included in the ‘uplift’ calculation).

Just as for the RP, differences at year-end between total costs so charged and recoveries from the standard unit staff costs charged through the monthly payroll and credited to the SCV, are distributed in proportion to total charges made throughout the year.

**Preparation of staff costs estimates for inclusion in project budget**

Amounts budgeted for project staff inevitably reflect experience of average staff costs: details of prospective actual costs could be know only after staff recruitment or assignment, not at the time of project and budget formulation. Estimating and charging staff costs on the simplified bases used by FAO provide greater certainty and lead to lower levels of budget variance than would the charging of all costs at actual.

**Certification of FAO’s simplified staff cost accounting methods**

Comprehensive documentation of FAO’s methods of simplified staff cost accounting is under preparation, for purposes of review and certification under the provisions of PAGoDA and Commission Decision C (2016) 3631 dated 16.6.2016. In this regard it should be noted that DEVCO have signaled acceptance of FAO’s use of simplified staff costing practices under pre-PAGoDA agreements, subject to their consistent and equitable application (Note from Mr. Sarazin, R.3 dated 21/11/2016). It is accordingly to be expected that certification of the same methods, to be applied for projects under PAGoDA agreements, will be duly forthcoming later this year.

It should be noted that if there were eventually to be modifications to FAO’s simplified staff cost accounting in connection with the certification process, these would be duly taken into account for projects affected. In this regard, FAO recognizes that reimbursement of such costs (as distinct from their pre-financing), would be based on simplified staff cost accounting as eventually certified.
2. Simplified cost options for FAO office costs: description prepared in accordance with EC guidance for use in preparing estimates and charging such costs under PAGoDA Agreements

Accounting for FAO office costs, usually applicable to projects in the field, will typically reflect a mix of actual charges for costs wholly incurred for the project concerned and charges on account of shared office costs. Under the provisions of PAGoDA and related guidance, in particular Commission Decision C (2016) 3634 dated 16.6.2016, allocations of shared or common office costs is acceptable under stated conditions, essentially designed to ensure that such allocations are equitable and applied in a consistent manner.

The degree in which office costs may be directly or wholly incurred for a project or subject to allocation, will vary largely according to local arrangements, though there are certain standard elements. One such is the so-called Improved Cost Recovery Uplift (ICRU), applicable to projects since 2014.

Under ICRU, percentage rates are applied to the cost of project staff and consultants, to cover the cost of Information Technology Services provided and of the cost of Headquarters-administered Security Services applicable to field offices. These percentage charges are calculated to recover all the related costs actually incurred to provide the services in question, with Regional variation in the case of Security Service costs. The costs incurred and credits arising from the percentage charges made each month are recorded in separate accounts. Those accounts are subject to periodic review and re-assessment of the level of the percentage charges needed to cover the underlying costs incurred.

It should be noted that, while ICRU costs are calculated on the basis of the related staff and consultant costs, they are in nature general operating expenses (GOE) and should be budgeted accordingly.

In the present case, the estimated cost of office consumables has been based on the proportion of office staff months estimated to be attributable to the project. Changes in attributable staff numbers during the life of the project, might alter the actual costs allocated, though that would depend on actual unit consumption of the consumables concerned. In this regard it is to be borne in mind that the purpose of simplified cost options is to reduce transaction costs. For expenditure of relatively modest amount allocated on a basis that is considered reasonable, it would be counter-productive to seek a high level of precision.
TERMS OF REFERENCE FOR PROJECT STAFF

Position Title: Senior Project Manager

Key functions
- Develop the project strategy, supervise its implementation and propose relevant adjustments - in particular: coherence between Result 1 (Information systems for decision support) and the 3 other Results; alignment of conceptual frameworks and synergies across the 4 Results; and, mainstreaming the communication strategy;
- Ensure effective coordination with - and representation in - high level platforms, including the Project Steering Committee and relevant regional fora – e.g. IGAD, FAO, EU;
- Develop partnerships with relevant actors, including: central and local authorities in South Sudan and neighbouring countries; IGAD specialized institutions (e.g. FSNWG, ICPALD) and other regional stakeholders; and FAO counterparts in RTEA, SFE, RAF and HQ;
- Liaise with the donor to ensure adequate communication, coordination with other projects and regional initiatives, timely progress reporting and fund disbursements, and processing of possible Addendums;

Specific Functions
- Coordinate the preparation of detailed work plans/budgets and monitor their implementation to ensure the quality and timeliness of project delivery – including the identification of constraints and issues caused by the changing context, timely solutions and corrective actions;
- Coordinate the establishment, organization and functioning of the project operational structure and Programme Support Unit (PSU), including effective coordination of the Task Managers in charge of specific Results/Clusters portfolios, with particular focus on the implementation of Result 1;
- Lead the inception phase and baseline study to define the OVIs and targets, as well as detailed plans for project implementation, including personnel, operations and procurement of goods and services;
- Supervise the recruitment, appraise the performance and provide guidance to the project staff at national and sub-national levels;
- Assure the preparation of required reports as per the rules and regulations of FAO for transmission to FAO and EU.

Minimum Requirements:
- Advanced university degree in a discipline relevant to the mandate of the Organization;
- Ten years of relevant experience in management of complex programmes;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Relevant work experience in more than one location or area of work, particularly in field positions and familiarity with the region and protracted crises;
- Demonstrated experience in evidence-based resilience and humanitarian programming;
- Demonstrated capacity to support, advise and guide multi-stakeholder processes;
- Demonstrated ability to liaise and build partnerships with UN, NGO, and government institutions;
- Extent of knowledge and experience in management of multi-disciplinary teams;
- Relevant experience managing EU funded projects;
- Excellent communication skills, including high level fora and media, as well as writing and presentation skills in English.
Position Title: Communication & Visibility Officer

Key functions
- Lead the development and implementation of the project communication & visibility strategy, including the communication for development component, in close consultation with the FAOSS Communication Officer and Programme Unit;
- Mainstream communication for development at community level, including gender & youth dimensions, as mainstay of the project strategy – particularly Result 2, 3 and 4;
- Contribute to the implementation and improvement of the existing Communication FAO framework, including expert advice to the FAOSS Management and Programme Unit.

Specific Functions
- Assist in the evidence-based planning, advocacy and reporting on the project Results;
- Support and facilitate the development of mechanisms/products to improve the flow from food security and nutrition information to policy recommendations - and related communications and media activities;
- Working closely with the project team, contribute to the research, production and dissemination of information products, for submission to relevant policy fora and inter-stakeholder platforms;
- Under the supervision of the Programme Unit, liaise with relevant counterparts in headquarters, specifically the OCC media team and TCE outreach colleagues to facilitate exposure of FAO’s activities (including audio visuals and webstories) according to FAO guidelines and in line with the EU policy;
- Contribute to FAO’s communication capacity for humanitarian and development coordination platforms;
- Undertake travel to FAO project sites, as necessary.

Minimum Requirements
- Advanced university degree in Communication, social sciences or other fields related to the FAO mandate;
- Minimum of 3 years of proven knowledge and experience in advocacy and outreach activities at the country and/or international level, particularly related to agriculture, food and nutrition security;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Experience with communications and media, incl. writing articles, papers and proposals; multimedia releases i.e. audio/video production;
- Strong skills in communication and organization of dialogue to build understanding and support;
- Understanding of political economy and conflict issues;
- Understanding of the linkage between information and policy;
- Experience with event planning – i.e. facilitation and organization of high level meetings;
- Planning, organizing and delivering quality results in challenging environments.
Position Title: Project Implementation Officer

Key functions
- Act as the interface for the Project Management Unit with FAO SS operations, procurement, logistics, administration and finance units;
- Support preparation, consolidation and review of project documentation;
- Partake in the Project Management Unit (PMU) coordination function and ensure full collaboration to achieve the overall objectives and provide regular updates to the Senior Project Manager;

Specific Functions
- Develop, adapt and implement relevant planning and monitoring tools (in close cooperation with the Operations Unit) relating to:
  - Budgeting;
  - Field activities, including workshops, assessments and trainings;
  - Procurement and inventory;
  - Staffing;
  - Monthly/periodic reporting.
- Collaborate with the Communication Officer to disseminate programme specific reports and products and assist with visibility;
- Conduct/support trainings and workshops with the government and stakeholders;
- Monitor implementation of Contracts and Letters of Agreements (LoAs) and provide operational support, advice and guidance to goods/service providers.

Minimum Requirements
- Advanced university degree in Project Management, Public administration, Finance, Accounting, social sciences or other fields related to the FAO mandate;
- Three years of relevant experience of a progressively responsible nature in project development and implementation in the field and headquarters level;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and relevance of experience in supporting, advising and guiding the implementation of complex, multi-stakeholder projects;
- Extent of experience in formulation, implementation and monitoring of projects in the region;
- Relevant experience in supporting implementation of EU funded projects is considered a strong asset;
- Ability to develop plans for the implementation and coordination of project operations in developing countries, in partnership with UN agencies and other concerned actors;
- Familiarity with UN administrative, operational and financial procedures;
- Work experience in more than one location or area of work, particularly in field positions.
Position Title: M&E Officer

Key functions
- Design the M&E plan and lead its implementation, including the baseline study and periodic/ad hoc assessments;
- Design the reporting plan and lead its implementation, including the inception report and periodic/ad hoc reports;
- Contribute to the implementation and improvement of the existing M&E FAO framework, including expert advice to the FAOSS Management and Programme Unit;
- Partake in the Project Management Unit (PMU) coordination function and ensure full collaboration to achieve the overall objectives and provide regular updates to the Senior Project Manager;

Specific Functions
- Lead the baseline study to (i) evaluate the impact of the protracted crisis on the socio-economic environment and project context, and (ii) review/update the detailed Logframe by Result/Area, in particular baseline, targets and OVIs;
- Update standard community-based and gender-sensitive M&E tools and ensure timely reporting on communication for development and gender & youth aspects;
- Supervise and coordinate all M&E work undertaken by the four project Result teams, as well as consolidate and analyse all data gathered at field level by FAO and its implementing partners;
- Regularly review status of implementation and achievements of the project, and provide recommendations for evidence-based planning and adjustments;
- Lead, support and participate in reporting.

Minimum Requirements
- Advanced university degree in Project Management, Public administration, Finance, Accounting, social sciences or other fields related to the FAO mandate;
- Five years of relevant experience of a progressively responsible nature in project development and implementation in the field and headquarters level;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and relevance of experience in supporting, advising and guiding the implementation of complex, multi-stakeholder projects;
- Extent of experience in formulation, implementation and monitoring of projects in the region;
- Relevant experience in supporting implementation of EU funded projects is considered a strong asset;
- Ability to develop plans for the implementation and coordination of project operations in developing countries, in partnership with UN agencies and other concerned actors;
- Familiarity with UN administrative, operational and financial procedures;
- Work experience in more than one location or area of work, particularly in field positions.
Position Title: Area Project Coordinator

Key functions
- Lead, manage, administer and oversee the implementation of the project at the field level and ensure that FAO procedures are adhered to;
- Prepare detailed project annual work plans for the cluster area in line with the budget and in collaboration with stakeholders, and make necessary arrangements for their successful implementation in a timely manner;
- Monitor progress of implementation in relation to annual work plan, in particular timeliness, achievement of project objectives and impact in the cluster area;
- Inform the Senior Project Officer in a timely manner of identified constraints and issues that require timely resolution, and implement corrective measures when needed;
- Represent FAO and ensure participation in the area coordination system;

Specific Functions
- Review progress made towards the work plan proposed as well as the stated objectives and results on a quarterly basis;
- Coordinate the organization of consultative/interactive inter-stakeholder meetings to facilitate project implementation and delivery, including women and youths;
- Provide field level support and assistance in project sites, including field visits and on-site mentoring support to implementing partners, while ensuring collaboration with local administration and development partners;
- Provide expert technical advice on timely and high quality implementation and delivery according to both FAO’s rules and regulations and the donor standards as defined in the relevant documents;
- Coordinate communication for development and training activities - and when appropriate participate in conducting some of the courses;
- In coordination with the FAOSS gender specialist and consultants, ensure that project interventions take into account gender and youth differentiated needs of beneficiaries;
- Assure the preparation of required reports in line with the rules and regulations of the donor/s and FAO, and collate the reports of the individual sub-projects for transmission to the donor/s and FAO;
- Prepare terms of reference for the required expertise, technical specifications of the required project inputs (equipment, supplies) and draft tender documents for local or international procurement of goods and services (Letters of Agreement, Contracts and other relevant documents) in consultation with the Operations and Procurement Units;
- Organize briefing and debriefing meetings for donor’s missions;
- Assist in developing national staff capacity by providing training, opportunities for job shadowing and close follow-up of tasks;
- Supervise the local team/ staff recruitment process and fulfilment of TORs.

Minimum Requirements:
- Advanced university degree in Food Security, Agricultural Economics, or other fields related to the FAO mandate;
- Five years of relevant experience of a progressively responsible nature in project development and implementation in the field and headquarters level;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Relevant management expertise and demonstrated ability to manage multidisciplinary teams;
- Demonstrated expertise and experience in the context of complex situations at field level;
- Knowledge and skills in participatory field extension or communication for development methods;
- Ability to plan, organize, implement and report project activities according to donor regulations;
- Working experience in South Sudan or the Region (preferable)
- Demonstrated experience in dealing with local government officials, development partners and other local stakeholders.
Position Title: Agriculture/Food Security Monitoring – Result 1 Manager

Key functions
- Lead and be responsible for the project Result 1 delivery;
- Pro-actively contribute Agriculture and Food Security information, analyses and expert advice to the FAOSS Management and Programme Unit, as well as the relevant stakeholders (government, FSL Cluster, donors, UN agencies, NGOs, IPC) platforms;
- Coordinate advocacy and timely dissemination of information products with the Communications team to ensure adequate messaging and outreach;
- Partake in the Project Management Unit (PMU) coordination function and ensure full collaboration to achieve the overall objectives and provide regular updates to the Senior Project Manager;

Specific Functions
- Lead the Result team in the development and review/adaptation of the Result strategy and oversee planning, coordination and monitoring to achieve timely outputs;
- Liaise with the Operations team, M&E Officer(s) and the Area Coordinators to ensure effective implementation of the Result-specific activities and monitor progress against targets, including FAO direct implementation, implementing partners and service providers;
- Lead the preparation, consolidation and review of all Result-specific documentation;
- Develop partnerships with relevant actors in South Sudan and, as appropriate, neighbouring countries, including: central and local authorities; UN, NGOs, specialized institutions and partners; IGAD bodies (e.g. FSNWG, ICPALD) and other regional stakeholders/platforms;
- Cooperate with FAO departments and decentralized offices, as necessary, on issues related to agriculture and food security information and analysis;
- Supervise the recruitment, appraise the performance and provide guidance to the Result team at national and sub-national levels;
- Conduct/support trainings and workshops with the government, stakeholders, implementing partners and service providers;

Minimum Requirements
- Advanced university degree in Food Security, Agricultural Economics, or other fields related to the FAO mandate;
- Seven years of relevant experience of a progressively responsible nature in food security information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in, Food Security Analysis, including the implementation of a variety of methodologies / techniques – e.g. household surveys, market analysis, livelihoods based analysis, emergency/rapid food security assessments, monitoring food security policies;
- Demonstrated capacity to lead and advise on training processes on Food Security Analysis;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: Farmer and Agro Pastoral Field School (FFS/APFS) Coordinator

Key functions

- Lead the implementation of FFS/APFS project activities in the field. This includes supervision of the implementing partners, coordination with the project manager, technical officers and the relevant government institutions at the field level.
- Review progress made towards the project work plan proposed as well as the stated objectives and results on a quarterly basis.
- Advise project manager and or Result manager on the integration of innovative model(s) of delivery of literacy and numeracy packages in Agro-pastoral communities and specifically in cattle camps during the dry season as well as in resident households during the rainy season into the PFS approach.
- Coordinate and provide technical backstopping in all FFS/APFS related activities of the Cross border project; Responsible for coordinating with the Directorate of Extension and Pastoral Development of the Ministry of Livestock and Fisheries industry (MLFI) in Juba and at state level, with focus on the 4 clusters in view to develop extension service guidelines and appropriate technical material and cater for integration of the existing services (on animal health and production) into the PFS activities
- Oversee all aspects of the implementation of FFS/APFS activities for all South Sudan FAO Projects, including ensuring that all envisaged FFS/APFS related project outputs are achieved in a timely and appropriate manner with highest possible quality.
- Coordinate planning and implementation of FFS/APFS activities;
- Provide technical input for the project design of new FFS/APFS-based projects;
- Contribute to the drafting of an agricultural development strategy for the FAO South Sudan Programme;
- Organize and lead awareness raising campaigns regarding the FFS/PFS approach;
- Build the capacity of farmers, agro-pastoralists and authorities at state, county and at local level in integrated crop and livestock production in FFS/APFS approach
- Lead the establishment of FFS/APFS groups and contribute to the establishment of community based networks both at county and state level to promote interaction and knowledge sharing.
- Design and conduct PFS/FSS Training of Facilitators courses as needed, including being fully responsible for the preparation, undertaking and follow-up
- Be responsible for Monitoring and Evaluation of FFS/APFS activities including developing M&E tools and undertake assessments in collaboration with the M&E Unit
- Contribute to the policy mainstreaming of FFS/APFS in South Sudan and national coordination and harmonization of FFS/APFS activities in the country as well as towards the institutionalization of the approach
- Actively engage in networking and knowledge exchange with other regional or global actors in the FFS related field, and as appropriate attend regional PFS/FSS events.
- Coordinate the documentation of lessons learned from FFS/APFS activities
- Perform internal technical clearance of Project Reports, Mission TOR, BTOR and other related reports for FFS/APFS activities
- Represent FAO and participate in F/APFS-related international meetings, conferences and workshops;
- Perform other duties as required.

Minimum Requirements

- Advanced university degree in Food Security, Agricultural Economics, or other fields related to the FAO mandate;
- Seven years of relevant experience of a progressively responsible nature in food security information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills

- Extent and depth of knowledge of, and experience in, Food Security Analysis, including the implementation of a variety of methodologies / techniques – e.g. household surveys, market analysis, livelihoods based analysis, emergency/rapid food security assessments, monitoring food security policies;
• Demonstrated capacity to lead and advise on training processes on Food Security Analysis;
• Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
• Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
• Extent of relevant work experience in African countries and in the region.

Position Title: Community Adaptation and Resilience Officer

• Provide technical and programmatic leadership on community based resilience building and drive innovation, dialogue and strategies for intervention approaches, partnership models and technological solutions that may effectively enhance the resilience of livelihoods to threats and crisis in a holistic manner with the productive sector as entrypoint.
• Provide technical and programmatic leadership on community based adaptation to climate variability and related community engagement approaches and technological solutions, such as climate oriented Field School activities, climate smart agriculture and conservation agriculture.
• Technically support agricultural programming in ecosystem dimensions of resilience building including sustainable land, natural resource and rangeland management, agroecology, dryland farming and water conservation techniques with close attention to related cross cutting issues such as gender, conflict mitigation and social and human capital.
• Provide technical and programmatic leadership on participatory, holistic, and gender sensitive approaches and training techniques for mainstreaming in FAO South Sudan’s capacity building, stakeholder collaboration, community engagement and agricultural extension efforts, with particular focus on the cross-border EU-FAO Project initiative.
• Support evidence based lessons learning, documentation and development of policy briefs etc. related to impact and innovation in the field of community based adaptation and resilience with a particular emphasis on translating theory and concepts into scalable practical solutions for field programming.
• Perform other duties as required.

Minimum Requirements

• An advanced university degree in an agriculture or rural development field.
• Minimum 10 years of experience in Agricultural field programming and project management with proven experience in management of dryland agriculture and pastoral production system.
• Proficiency in English and working knowledge of French desirable

Technical competencies and functional skills

• Key expertise in community based and participatory extension approaches including extensive experience of the Field School approach.
• In depth field experience and knowledge of the East Africa region.
• Prior experience and knowledge of FAO.
• Excellent interpersonal skills including presentation, facilitation and networking skills.
Position Title: Policy & Institutions Analysis and Development expert

Key functions

- Undertake an assessment of relevant food and nutrition policies and the institutional arrangements.
- Identify FNS policy reform process gaps.
- Identify priority actions for improved coordination and enhanced investments.

Specific functions

- Conduct a review of policies, legal frameworks, programmes and investments relevant to FNSP in South Sudan to identify major gaps/bottlenecks;
- Based on the review, define priorities for policy support and investments priorities;
- Carry out a critical analysis of the coordination modalities of these initiatives and identifying the existing gaps for improvement;
- Assess existing human and organizational capacities (in relation to planning and programming, budgeting, monitoring and evaluation) at cluster area, national and regional levels to identify needs and gaps;
- Based on the review at cluster area, national and regional levels, define appropriate approaches and tools for capacity development activities at all levels;
- Present the findings of the study to food security and cross-border livestock forums; and
- Compile and incorporate the findings and conclusions of the forum, and submit a comprehensive report.

Minimum requirements

- Advanced university degree in Agricultural Economics
- Seven years of relevant working experience in the broader agricultural and rural development sectors
- At least two years of experience in policy research development, strategic planning and development
- Working knowledge of English (Level C).

Technical competencies and functional skills

- Sound knowledge of project design, implementation, monitoring and evaluation
- Wide experience and knowledge working with rights-based approaches in policy programmes and projects, specifically related to the agriculture sector.

Position Title: Geospatial Info, Analysis/Remote sensing expert

Specific functions

- Coordinate the establishment of a remote monitoring network in support of the Cross-border project for the assessment of activities for the agriculture sector, to support a consistent decision making process.
- Coordinate and supervise the daily work, including preparation and approval of weekly and monthly work plans as applicable to the project activities.
- Lead and manage the activities of the remote sensing monitoring involving the analysis of very high resolution satellite imagery for purpose of Mapping of bio-physical resources using geospatial technologies.
• Identify satellite information needs of FAO sectors where remotely sensed data can provide cost-efficient inputs; based on the information needs, develop reliable and cost-efficient products.

• Perform demarcation of common grazing areas across borders (corridors) that could be accessed on a seasonal basis and identifying those that needs to be rehabilitated (i.e. through natural recovery) and protected.

• Assist in the mapping of water harvesting and supply structures to be rehabilitated and identification of strategic locations where new water points need to be installed or constructed.

• Assist in the mapping of conflict drivers, conflict mitigation for the target counties in support of planning resource utilisation by undertaking an analysis of conflict hotspots, identifying the drivers, developing conflict mitigation and index maps, the mapping of migration routes in support of planned grazing and improved food and nutrition security, etc.

• Assist in mapping of existing forms of communal tenure in consultation with the affected groups and strengthen positive interactions between traditional and formal institutions within South Sudan and across its borders for achieving the unequivocal consent of communities to manage these resources including the formation of user platforms with binding by-laws.

• Assist in establishing a practical knowledge management system from Knowledge generation, knowledge capture, knowledge sharing, and knowledge application that improves effectiveness and efficiency for FAO programmes, donors and stakeholders.

• Assist in communicating with a range of actors, including beneficiaries, policy makers and ordinary citizens to promote uptake and adoption of ideas to achieve sustainability of positive policy changes.

• Assist in management of knowledge sharing platform for donors, beneficiaries and stakeholders in related programmes and stakeholders currently operating in project sites, helping to improve coordination and reduce duplication.

• Collaborate with other units (M&E, PST, etc.) to enhance sharing progress achievements towards the CPF/RPF.

• Perform any other duty as requested by the Unit Manager.

Minimum requirements
• University Degree in geosciences, geography, environmental sciences, computer sciences, agronomy, hydrology or related field with a significant component in remote sensing/digital image processing.

• 5 years of relevant experience in remote sensing studies

• Working knowledge of English (Level C).

Technical competencies and functional skills
• Knowledge and proven experience in digital image processing, GIS, visual photo-interpretation and the automation of process flows.

• Knowledge and proven experience with different commercial software products for digital image processing, GIS and data analysis/modelling.

• Strong computer skills and critical thinking.

Position Title: Land Tenure and Natural Resources expert

Specific functions
• Provide overall technical and managerial leadership of the project, in all its aspects component result 4
• Promote and technically support national institutions, county government and community
groups on the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries
and Forest in the Context of National Food Security (VGGT);
• Guide and support land tenure and natural resource use mapping and develop;
recommendations for an inclusive and negotiated territorial planning in target project sites;
• Guide and support the assessment of Women, youth and other vulnerable groups land rights in
communal lands;
• Establish and enhance institutional capacities at national and county level to support
sustainable governance of communal lands and natural resources; with specific references to
FAO approaches to land delimitation (PLD), territorial development (PNTD) and gender
dimensions (IGETI);
• In close collaboration with FAO legal service, support County governments to legislate policies
and by-laws on land and natural resource governance within communal lands;
• Support the enhancement of the Knowledge management on communal land and natural
resource tenure;
• Assist in internal evaluations of activities carried out;
• Perform any other duty as requested by the Unit Manager.

Minimum requirements
• University degree in natural resource management, agriculture, forestry, environment, social
science or related field.
• 5 years of professional experience in land and natural resource management.
• Working knowledge of English (Level C).

Technical competencies and functional skills
• 5 years of relevant experience in project management, design, monitoring and evaluation.
• Good communication and reporting skills.
• Experience in the rural development and climate change adaptation.

Position Title: Women and Youth expert

Specific functions
• To gather baseline data through conducting a situational analysis- for better understanding of
women and youth issues in the respective project sites areas;
• To identify barriers and opportunities for women and youth in with regard to livelihood
diversification activities;
• To propose strategies and highlight interventions for promoting women and youth’s access and
control over productive assets in all project areas;
• Coordinate women and youth interventions in all the four cluster areas and create linkages and
networks to leverage impact.
• Identify women youth groups, schools and target them with training on good agricultural and
nutrition practices through JFFLS.
• Using the JFFLs ensure entrepreneurial training, mentorship, and business development skills
are provided to the women & youth groups and schools targeted
• To strengthen the knowledge base and to broaden the understanding of how women and youth
livelihoods are intricately linked to resilience and sustainable development in rural areas.
Minimum requirements

- Advanced university degree in Land Economics, gender, development studies, social science, or other relevant disciplines, with specialized focus on gender mainstreaming, livelihood.
- 5-7 years or more work experience and familiarity with gender equality programming in the UN. This should include experience in use of gender analysis toolkit, and familiarity with key concepts and application of gender mainstreaming guidelines.
- Working knowledge of English (Level C).

Technical competencies and functional skills

- Proven experiences in designing and leading participatory researches focused on gender equality and women empowerment in rural socio-economic context and relevant publications in this specific field of study.
- Should have proven experience to lead and endure fieldwork in remote areas and poor living conditions of protracted crisis areas context. Ability to deliver a high quality product in a timely manner.

Position Title: Regional Pastoralist Systems, L/stock Markets

Specific functions

- Support GRSS institutions and partners to systematically collect and analyse data on livestock (production, disease, market, mobility, access to natural resources) for integration into the IPC process; Secondly, your consultant should also.
- Be directly responsible for the monitoring in the most critical subjects: livestock trade networks, market conditions, disease outbreak and morbidity/mortality, and impact of conflict on access to grazing areas and livestock markets.
- Design the overall monitoring plan, including:
  - Develop the ToR of the monitoring team members and develop a work plan and budget
  - Lead the methodology piloting and adjustments, including the parameters for determining phases (Normal, Alert, Alarm and Emergency) in relation to specific risks (drought, flood, conflict, livestock disease, mobility constraints and other factors)
  - Lead the identification of the geographical areas/sites where the monitoring will be carried out
  - Define the appropriate modalities for data transmission - including SMS and mobile apps
  - Take the responsibility for the overall reporting, including:
  - Lead and coordinate the compilation and finalization of the field data and reports produced by the team members
  - prepare the consolidated and summary reports
  - Produce alerts for early warning of the impending situations
  - Lead and coordinate the dissemination of the monitoring findings through public presentation/workshop/debriefings
  - Perform other related duties as required.

Minimum requirements

- Hold advance degree in agriculture/livestock with an economic perspective, or related subjects
- At least five years of working experience with research on livestock production systems in Africa
- Good knowledge of the working environment of the UN, NGOs and the government
- Excellent command of written and spoken English
- Good communication, writing and presentation skills

Technical competencies and functional skills

- Excellent networking skills to promote partnership and team work
- Working experience in complex emergencies is an asset
- The consultant should have demonstrated experience with food security analysis methods
especially markets analysis. Moreover, the consultant should have direct experience with challenging political and working contexts.

Position Title: Livestock Officer—Result 2 Manager

Key functions

- Lead and be responsible for the project Result 2 delivery;
- Provide technical and programmatic leadership in the area of animal health, animal production and cold chain development from a national and regional perspective.
- Support the review and formulation of policy and regulatory frameworks on animal disease control and prevention in South Sudan including cross-border actions.
- Collaborate and liaise with the Regional Resilience Team for Eastern Africa on trans-boundary animal disease (TADs) and other regional initiatives on cross-border livestock issues.
- Enhance private sector engagement in and support to animal health services.

Specific functions

- Provide policy advice on livestock issues in South Sudan including animal disease prevention and control and veterinary extension and animal production.
- Lead and participate in technical meetings on the harmonization of community animal health approaches to the control and prevention of TADs.
- Lead and participate in the development of frameworks and protocols on the control and prevention of TADs and other livestock related issues between South Sudan and neighbouring countries.
- Provide regular reports and updates on the livestock situation in South Sudan, including cross-border areas with neighbouring countries.
- Contribute to livestock-related strategies within the framework of the Country Programme and the Livestock Cross-Border project.
- Lead and participate in livestock situation analysis/assessments and livestock disease outbreaks investigations.
- Lead the development of technical, analytical, monitoring and reporting frameworks.
- Design and lead epidemiological studies/surveys, extension services and disease surveillance.
- Support livestock project formulation by liaising with donors, government officials and partner organisations as well as FAO technical units.
- Explore and assess the options to support the establishment of a cost recovery systems and private sector in the animal health services in South Sudan.
- Establish coordination with public and private partners including local authorities on veterinary services related issues.

Minimum requirements

- Advanced university degree in veterinary science and/or animal production.
- Seven years of relevant experience in animal health or animal production and pastoralism in Africa.
- At least two years of experience in coordinating technical assistance and programming in Eastern Africa.
- Working knowledge of English (Level C).

Technical competencies and functional skills

- Experience with emergencies and development initiatives in the Horn of Africa.
- Demonstrated experience in the implementation of activities in collaboration with public and private sectors.
- Experience in providing technical assistance to development strategies, policy and national governments and regional bodies.
- Experience in project formulation, operation, implementation, budget execution and monitoring.
Demonstrated experience in dealing with senior government officials, development partners and other country stakeholders
Experience in community based development and participatory approaches and in particular with grassroots associations and farmers groups.

Position Title: Agro-pastoral Livelihood Diversification and Livestock Trade Officer – Result 3 Manager

Key functions
- Lead and be responsible for the project Result 3 delivery;
- Advise FAO South Sudan on livestock trade and diversification of livelihoods in both rural and urban areas of South Sudan including cross-border areas.
- Provide technical and policy expertise to support the planning, development and implementation of projects on livestock trade and diversification of livelihoods.
- Provide technical leadership, in collaboration with technical teams, in the development and implementation of livestock market development and livelihood activities, including income generation along the value chain.
- Enhance private sector engagement in and support to production, processing and marketing of targeted livestock products.

Specific functions
- Coordinate the overall implementation of Result 3 of the FAO South Sudan Livestock Cross-Border Programme with the aim of enhancing livelihood diversification and cross-border market access across the four cluster areas; and ensure the delivery of resources and results according to planned targets;
- Advise FAO South Sudan’s livelihood team comprising of farmer field school, cash-based transfer, urban agriculture, gender officers, among others;
- Design activities that increase smallholder agricultural production and market linkages that lead to increased profitability of on-farm enterprises. This includes the development and implementation of upgrading plans in targeted value chains, with a focus on improving smallholder crop, fisheries and livestock productivity and net revenues;
- Supervise value chain assessments and oversee the value chain selection process. This includes developing scopes of work for any consultants/volunteers who may be required to help carry out these assessments;
- Explore opportunities to facilitate access to rural finance/microfinance services for small-scale livestock, fisheries, farming and off-farm business activities;
- Explore opportunities to improve pastoralists and agro-pastoralists access to livestock and meat markets in traditional and non-traditional areas for live animal sales and chilled meat;
- Work with the technical team to identify existing institutions and organizations that have a good understanding of the local business and political context, and who could be potential partners in the implementation of FAO South Sudan programme/projects;
- Coordinate and collaborate with and provide advisory services to these partners including private enterprises, NGOs and community-based organizations working on agricultural development, business development and microfinance; provide them with technical guidance and capacity building services, establishing favourable business environment, market access and trade;
- Provide technical leadership for the design, formalization, and management of private-sector partnerships (PPPs); identify, assess and recommend potential private-sector partners and partnership opportunities;
• Ensure that projects are designed with agricultural technology packages aimed at creating self-sufficiency, as well as enhancing the food security status of farmers’ households/local communities;
• Provide input in drafting programme documents, work plans and reports required for the purposes of annual planning, resource mobilization, collaboration with partners, reporting to donors, etc.;
• Based on lessons learned and best practices in the implementation of Result 3 of the FAO South Sudan Cross-Border Programme, contribute to develop urban/peri-urban livelihoods strategy;
• Liaise and coordinate with other FAO South Sudan field projects, UN agencies, regional institutions, and explore possible synergies and opportunities for joint projects and programmes.

Minimum requirements
• Advanced university degree in agriculture, agricultural economics, rural development, social sciences or related fields.
• Seven years of relevant experience in implementation of livelihood programming, value chain analysis or market solutions as a basis for programming, income generation activities and microfinance.
• Working knowledge of English (Level C).

Technical competencies and functional skills
• Experience with emergencies and development initiatives in the Horn of Africa
• Demonstrated experience in the implementation of activities in collaboration with public and private sectors
• Experience in providing technical assistance to development strategies, policy and national governments and regional bodies
• Experience in project formulation, operation, implementation, budget execution and monitoring
• Demonstrated experience in dealing with senior government officials, development partners and other country stakeholders
• Experience in community based development and participatory approaches and in particular with grassroots associations and farmers groups.

Position Title: Natural Resources Officer – Result 4 Manager

Key functions
• Lead and be responsible for the project Result 4 delivery;
• Advise FAO South Sudan on natural resource management and related conflict management for sustainable and equitable access and use, ensuring linkage between country level work and strategic programme 2 on “Making agriculture, forestry and fisheries more productive and sustainable” and strategic programme 5 on “Resilience to Shocks and Crises” and related delivery mechanisms.
• Provide technical advice and policy expertise on natural resource management, environment and climate change to support programming, policy development and regulatory frameworks in South Sudan, including agriculture, fisheries, livestock and conflict mitigation.
• Collaborate and liaise with the relevant regional platforms, including the FAO Resilience Team for Eastern Africa and IGAD.

Specific functions
• Lead the implementation of the natural resources component (Result 4) of the EU-funded Cross-Border project (OSRO/SSD/703/EC), ensuring strong linkages with other components within the project and with other FAO projects, with the overall objective of:
- Creating common basis of information to support natural resources dialogue and planning processes;
- Improving equitable and sustainable access and utilization of natural resources;
- Improving awareness and capacity for sustainable use and management of natural resources; and
- Increasing people’s capacity to peacefully address natural resources based conflicts, engage with the governance systems and advocate for their rights.

- Analyse constraints, drivers and enabling factors which hinder/enhance sustainable natural resource management in South Sudan;
- Provide technical support/analysis to various natural resources, environment and climate change assessments, studies and initiatives, and provide technical backstopping to field projects;
- Provide technical support to the formulation and implementation of projects and programmes related to climate change adaptation and climate resilience within multi-sectoral strategies and frameworks for sustainable agriculture and natural resources management.
- Develop context-specific approaches, tools and activities and their integration into field projects for addressing natural resource management, energy access and climate change adaptation, as well as associated natural resource-related conflicts, including conflict management and resolution aspects;
- Undertake community and partners’ capacity and training needs assessment for the development of training materials for improved community management of natural resources;
- Liaise/coordinate activities with NGOs, UN agencies and regional institutions, and explore possible synergies and opportunities for joint projects and programmes at the local, national and regional levels;
- Work with the relevant programmatic sectors to develop strategy documents linking to natural resource management, conflict mitigation and intercommunity dialogue and agro-pastoral livelihoods, value chain and market.

**Minimum requirements**

- Advanced university degree in natural resources management, social, environmental sciences, agriculture, forestry, ecology, biological sciences or related field
- Seven years of relevant experience in implementing natural resources management with demonstrated experience in climate change related issues for developing countries
- Working knowledge of English (Level C).

**Technical competencies and functional skills**

- Experience with emergencies and development initiatives in the Horn of Africa
- Demonstrated experience in the implementation of activities in collaboration with public and private sectors
- Experience in providing technical assistance to development strategies, policy and national governments and regional bodies
- Experience in project formulation, operation, implementation, budget execution and monitoring
- Demonstrated experience in dealing with senior government officials, development partners and other country stakeholders
- Experience in community based development and participatory approaches and in particular with grassroots associations and farmers groups.
Position Title: Technical Officer (Food Security Monitoring System Manager) – Result 1

Key functions
- Coordinate and monitor the food security data streams;
- Ensure technical integration of data streams in food security analysis (e.g. IPC), including household surveys, markets, nutrition, agriculture, pastoralism and agro-meteorology;
- Assess the food security data needs and gaps, including institutional capacity for managing information systems;
- Design capacity building processes for the project team and relevant stakeholders, and supervise training courses;
- Improve mechanisms linking food security information with decision making users;
- Maintain and develop data production and warehousing systems, including inter-stakeholder partnership platforms – e.g. CLiMIS;

Specific Functions
- Maintain network with the most relevant stakeholders for food security information;
- Ensure the technical integration of various scales of food security information, including sub-national, and promote standardized methodologies/techniques;
- Provide guidance to and supervise FAO national staff and staff of targeted national and State line ministries in food security data collection and warehousing;
- In collaboration with other stakeholders, assist in the development of a food security information web portal and repository;
- Assist the relevant counterparts to produce/distribute food security analysis reports on a regular basis and develop coordination mechanisms – e.g. FSNIN, FSL Cluster;
- Facilitate awareness raising efforts on the need for food security information data collection and analysis in making informed and timely decisions.

Minimum Requirements
- Advanced university degree in Food Security, Agricultural Economics, or other fields related to the FAO mandate;
- Five years of relevant experience of a progressively responsible nature in food security information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in, Food Security Information Systems, including the implementation of a variety of methodologies / techniques – e.g. household surveys, market and climate monitoring, emergency/rapid food security assessments;
- Demonstrated capacity to lead and advise on training processes on Food Security information;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: Technical Officer (Livestock, Pastoralism and Natural Resource Monitoring) – Result 1

Key functions
- Coordinate and monitor the Livestock, Pastoralism and Natural Resource data streams;
- Lead the methodology piloting and development, including the parameters for determining phases (Normal, Alert, Alarm and Emergency) in relation to specific risks (drought, flood, conflict, livestock disease, mobility constraints and other factors);
- Ensure technical integration of Livestock, Pastoralism and Natural Resource data streams in food security analysis (e.g. IPC);
- Assess the data needs and gaps, including capacity building for managing information systems;
- Design capacity building processes for the project team and relevant stakeholders, and supervise training courses;
- Improve mechanisms linking information with decision making users;
- Produce quarterly reports and alerts for early warning of the impending situations;

Specific Functions
- Maintain network with the most relevant stakeholders for Livestock, Pastoralism and Natural Resource information, including GRSS, UNMISS, NGOs, and other agencies (e.g. VISTAS, Concordis);
- Ensure the technical integration of various scales of Livestock, Pastoralism and Natural Resource information, including sub-national, and promote standardized methodologies/techniques;
- Provide guidance to and supervise FAO national staff and staff of targeted national and State line ministries in Livestock, Pastoralism and Natural Resource data collection and warehousing;
- Design capacity building processes for the project team and relevant stakeholders, and supervise training courses;
- Contribute to the development of a Livestock, Pastoralism and Natural Resource web page in the overall food security information web portal and repository;
- Assist the relevant counterparts to produce/distribute Livestock, Pastoralism and Natural Resource analysis reports on a regular basis and develop coordination mechanisms – e.g. FSNIN, FSL Cluster;
- Facilitate awareness raising efforts on the need for Livestock, Pastoralism and Natural Resource information and analysis in making informed and timely decisions.

Minimum Requirements
- Advanced university degree in Geography, NRM, Livestock Production, or one of the fields related to the FAO mandate;
- Five years of relevant experience of a progressively responsible nature in Livestock, Pastoralism and Natural Resource information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in Livestock, Pastoralism and Natural Resource Information Systems, including the implementation of a variety of methodologies / techniques – e.g. geo-spatial tools, remote sensing, climate monitoring, community-based assessments;
- Demonstrated capacity to lead and advise on training processes on Livestock, Pastoralism and Natural Resource information;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: Technical Officer (Crop Monitoring) – Result 1

Key functions
- Coordinate and monitor the Crop production data stream;
- Coordinate the Crop Monitoring Task Force, implementing a staggered approach to collect data in the various agro-ecological zones according to the specific cropping patterns;
- Coordinate the support to existing County Crop Monitoring Committees (CCMC) and promote the establishment of new CCMCs;
- Coordinate the preparation and assist the annual joint FAO/WFP Crop and Food Security Assessment Mission (CFSAM);
- Lead the crop monitoring methodology development, including the use of Pictorial Evaluation Tools (PET), and possibly piloting the mobile PET app;
- Ensure technical integration of Crop production data in food security analysis (e.g. IPC);
- Assess the data needs and gaps, including capacity building for managing the Crop monitoring system;
- Design capacity building processes for the project team and relevant stakeholders, and supervise training courses;
- Improve mechanisms linking information with decision making users;
- Ensure the production of crop monitoring reports, including Task Force mission reports and consolidation of CCMC monthly reports;
- Issue alerts for early warning of the impending situations - e.g. drought, flood, conflict and displacement, crop disease;

Specific Functions
- Maintain network with the most relevant stakeholders for Crop production information;
- Ensure the technical integration of various scales of Crop production information, including sub-national, and promote standardized methodologies/techniques;
- Provide guidance to and supervise FAO national staff and staff of targeted national and State line ministries in Crop production data collection and warehousing – incl. CLiMIS;
- In collaboration with the relevant counterparts, produce/distribute Crop monitoring reports on a regular basis – e.g. through the FSL Cluster;
- Facilitate awareness raising efforts on the need for Crop production information and analysis in making informed and timely decisions.

Minimum Requirements
- Advanced university degree in Agriculture, or one of the fields related to the FAO mandate;
- Five years of relevant experience of a progressively responsible nature in Crop production information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in, Crop monitoring and information systems;
- Demonstrated capacity to lead and advise on training processes on Crop assessments;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: Technical Officer (Food Security Monitoring System Developer) – Result 1

Key functions
- Enhance the CLiMIS data warehouse and web portal with additional modules, including communication/outreach tools;
- Support the market monitoring methodology development, in close coordination with other partners (e.g. WFP, FEWS NET, REACH) including the use of mobile apps;
- Support the preparation of data and outputs (e.g. tables, charts) for food security analysis, in particular IPC;
- Assess the data needs and gaps, including capacity building for managing the Food Security monitoring system;
- Design capacity building processes for the project team and relevant stakeholders, and supervise training courses;
- Support the development of mechanisms linking information with decision making users;
- Support the production and dissemination of alerts and early warning reports;

Specific Functions
- In close consultation with the Project team and relevant stakeholders, be responsible for the CLiMIS development and maintenance;
- Support the development of inter-operability of relevant stakeholders’ data warehouses and promote standardized methodologies/techniques;
- Provide technical support to FAO national staff and staff of targeted national and State line ministries in data management.

Minimum Requirements
- Advanced university degree in Statistics, Data Management, or one of the fields related to the FAO mandate;
- Three years of relevant experience of a progressively responsible nature in Crop production information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in, Food Security monitoring system development;
- Demonstrated capacity to lead and advise on training processes on Food Security monitoring system development;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: Technical Officer (Food Security Analysis for Programming) – Result 1

Key functions
- Develop field partnership networks and coordination mechanisms to enhance integration of food security analyses in local planning and programming platforms – including support to FSL Cluster sub-national level;
- Assess the food security data needs and gaps, including institutional capacity for managing information systems at sub-national level;
- Improve mechanisms linking food security information with decision making users at sub-national level;
- Support the IPC process at sub-national level by facilitating trainings, timely data collection (including household surveys, markets, nutrition, agriculture, livestock & pastoralism and agro-meteorology) and quality analysis;
- Defend the sub-national IPC to the national IPC vetting workshops;

Specific Functions
- Establish and support the Local Livelihood Information, Monitoring and Analysis (LIMA) networks in selected areas;
- Building on the LIMAs, establish and support the Coordinated Local Livelihood Response Planning (CLRP) platforms for purposes of informing FAO and partners’ response analysis and programming in selected areas;
- Liaise and coordinate with NGO partners already involved in field data collection and identify suitable partners to expand the networks, monitor their performance, provide technical support, facilitate their field operation and advise on emerging challenges in regards to information flows and management;
- Provide guidance to and supervise FAO national staff and staff of targeted national and State line ministries in food security data collection and warehousing;
- Assist with the production and dissemination of food security reports at sub-national level;
- Carry out regular field visits to monitor the implementation of the activities in close coordination with FAO SS Monitoring and Evaluation team, with particular regard to area- and livelihood-group targeting, beneficiary profiling, and scope and options for market-based interventions; Coordinate food security field networks and platforms.

Minimum Requirements
- Advanced university degree in Food Security, Agricultural Economics, or other fields related to the FAO mandate;
- Three years of relevant experience of a progressively responsible nature in food security information and analysis;
- Working knowledge of English (Level C).

Technical competencies and functional skills
- Extent and depth of knowledge of, and experience in, Food Security analysis, including the implementation of a variety of methodologies / techniques – e.g. household surveys, market and climate monitoring, emergency/rapid food security assessments;
- Demonstrated capacity to lead and advise on training processes on Food Security information;
- Demonstrated ability to liaise and develop partnerships with UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams and guide the work of others;
- Extent of relevant work experience in African countries and in the region.
Position Title: National Project Personnel – Technical (Result 1, 2, 3 and 4)

National technical staff will be associated to each Result team at deployed at both Juba and cluster area levels. They will be responsible for the essential role of facilitation/mediation/interface between the Project and national stakeholders, especially national technical counterparts, local and traditional authorities, NGOs and grass-root groups.

In their respective technical areas of expertise, relevant to the specific Result, the National Project Personnel – Technical will perform the following Key functions:

- Assist in providing technical support and on-the-job training to technical counterparts and institutions, including GRSS (both at national and state level);
- Assist in organizing and conducting seminars, workshops and meetings, including training and other capacity building activities;
- Assist in maintaining and expanding the network of local stakeholders and their involvement in the project activities;
- Assist in technical coordination of project activities with other agencies at national and cluster area levels;
- Contribute in reviewing progress made towards the work plan and results on a quarterly basis.

Minimum Requirements

- Advanced university degree in a relevant technical discipline;
- Five years of relevant experience;
- Working knowledge of English.

Technical competencies and functional skills

- Extent and depth of knowledge and experience;
- Demonstrated capacity to support, advise and guide training processes;
- Demonstrated ability to implement a variety of analytical methodologies / techniques;
- Demonstrated ability to liaise with multiple UN, NGO, governmental, and media agencies;
- Breadth of experience and demonstrated ability to coordinate multi-disciplinary technical teams;
- Ability to plan, organize, implement and report on work;
- Excellent communication, writing and presentation skills in English.

Position Title: National Gender Officer

- Provide support to FAO staff and partners to better understand and more appropriately and effectively address gender issues in the different communities in South Sudan
- Review concept notes, project documents, progress and reports of technical and FO teams.
- Support gender mainstreaming at all stages of the project cycle including gender analysis, disaggregation of data whenever possible, follow up of implementation in the field.
- Support the learning process of project staff in gender issues (analysis, conclusions, discussion of lessons learnt and improvement of approaches and practices).
- Collect, document and share lessons learnt and best practices relevant to gender mainstreaming efforts in project activities to promote gender equality among FAO staff and partners
- Participate in the Gender Technical Working Group and other gender related fora.
- Support monitoring, evaluation and learning from gender lens.
- Prepare training materials and organize specific awareness building, learning and training processes in gender tailored for FAO staff, partners, government counterparts and local communities
- Perform other related duties as required by the Gender Officer

Minimum Requirements

- University degree in rural development, social and gender studies or related field
- Minimum of two years of relevant professional experience in gender analysis and mainstreaming in rural development settings Knowledge and experience on gender in food
security and livelihoods and gender sensitive approaches to different agro-ecological, socio-economic contexts, and institutional/organizational levels

- Working knowledge of English.

**Technical competencies and functional skills**

- Knowledge and understanding of gender issues in rural communities in South Sudan, particularly related to rural livelihoods and food security
- Potential to plan, organize, implement and report on work.
- Potential to liaise with other UN agencies, NGOs and Government ministries.

**Position Title: Geospatial Info, Analysis/GIS officer**

**Specific functions**

- Prepare appropriate digital maps of South Sudan at national, regional and sub-regional levels and other purpose maps
- Establish and maintain FAOSS digital map library ensuring maps and related data sets are updated frequently and contain appropriate metadata.
- Produce high quality analytical maps and other graphical outputs for publications
- Liaise with partners to ensure FAO is up-to-date with new shapefiles, analyses, maps and images
- Organize and maintain all maps and related data sets and produce precise maps and analysis with minimal supervision.
- Ensure all spatial data are appropriately stored and documented (metadata) according to standards
- Perform remote sensing analysis to support agro-meteorological information
- Perform other duties as assigned

**Minimum requirements**

- University Degree in Geography or related field or equivalent training and experience in GIS
- At least 3 years work experience in projects involving mapping, GIS, and remote sensing applications
- Working knowledge of English (Level C).

**Technical competencies and functional skills**

- Work experience using databases, spread sheets, or similar systems (MS Access, MS Excel, etc.)
- Expert knowledge of GIS software with ESRI and related applications

**Position Title: National Project Assistants**

National Project Assistants will be associated to both Juba (3 in Juba) and each Cluster (one per Cluster). Under the overall supervision of the FAO Representative in South Sudan and direct supervision of the Area Coordinator (in Areas) and Project Manager (if based in Juba), the incumbent will contribute to the implementation of the project - the Project Assistant will carry out the following duties:

**Key functions:**

- Provides general administrative support to facilitate project activities and effective project implementation;
- Liaises with the Administrative/Finance, Logistics, Procurement and Operations Units on a timely basis on relative issues relating to project implementation;
- Coordinates and arranges travel – national and international – in support of project activities including preparing travel authorizations, processes requests for visas, ID cards, accommodation booking, transportation requests and other arrangements (maintaining
- Responsible for coordinating all logistical and procurement aspects for workshops, trainings and events including preparing the purchase request for venue hire and technical clearance, stationary and visibility item requests, vehicle requests, attendance sheet and DSA/DFA advance requests (will establish a database for the project of all trainings conducted);
- Prepares applicable internal documents for operational advances (request and liquidations) and mission claims in respect to project travel and activities, and closely follows-up with the respective units;
- Supports monitoring and implementation of project activities by the partners through ensuring implementation and reporting is done in accordance with the requirement of the LOA and reporting format;
- Supports the Area Coordinator or Project Manager in organizing and conducting required meetings with stakeholders and planning exercises for the project;
- Performs other related duties as required.

**Minimum Requirements**
- Bachelor’s Degree in business administration, finance or human resource management;
- Two years of relevant experience;
- Working knowledge of English.

**Technical competencies and functional skills**
- Extent and depth of knowledge and experience;
- Thorough knowledge of the Organization’s administrative and HR policies, procedures and practices;
- Demonstrated use of initiative and ability to make appropriate linkages in work requirements and anticipate next steps;
- Ability to interpret and apply administrative and staff rules;
- Demonstrated ability to liaise with multiple UN, NGO, governmental, and media agencies;
- Ability to plan, organize, implement and report on work;
- Very good communication, writing and presentation skills in English.
INTERNATIONAL SUPPORT STAFF

Operations Officer

Key functions
- Implement and monitor project operations;
- Liaise with FAO departments and decentralized offices, as necessary, on issues related to development and implementation of emergency, rehabilitation and development projects;
- Act as the interface between Programme and Procurement, Logistics, Administration and Finance units;
- Liaise with the agencies of the UN system, recipient government officials, NGOs and other partners and stakeholders, as required;
- Support project governing bodies and other fora related to FAO’s programmes;

Specific Functions
- Develop, adapt and implement relevant planning and monitoring tools relating to: Budgeting; Field activities; Procurement and inventory; Staffing; Monthly/progress reporting;
- Support preparation, consolidation and review of project documentation;
- Support and guide the operation-related work of professional personnel and general service staff at the FAO Office in South Sudan and field offices;
- Liaise with the Administrative Unit and support the Programme Unit of the FAO Office in South Sudan on relevant issues related to programme implementation (i.e. budget preparation, financial control, human resources management, travel/logistics operations, missions, procurement and operational backstopping to the field);
- Conduct/support trainings and workshops with the government, stakeholders, implementing partners and service providers;
- Undertake monitoring of Letters of Agreements (LoAs) and provide operational support, advice and guidance to NGOs and GRSS service providers.

International Procurement Officer

KEY FUNCTIONS:

- Lead and participate on teams and provide expertise on Organization-wide committees or working groups,
- and supervise four staff
- Supervise, oversee and/or contribute to the delivery of procurement/contractual reporting and activities/services in accordance with FAO policies and regulatory framework
- Develop and update the supporting operational, policy, control and/or risk management frameworks,
- involving the implementation of the latest approaches and methodologies, streamlined business processes,
- new/revised procurement policies, and related tools, systems, technologies and related procedures
- Analyze procurement information for inclusion in statutory reports, management reports, procurement statements, and/or reports to donors as well as other specific reports for Governing Bodies, donors and other partners
- Respond to requests for assistance and provide procurement and regulatory advice and assistance to managers at HQ and the Decentralized Offices etc.
- Develop effective working relationships including coaching, mentoring and evaluating staff in the local procurement unit and resolve problems with external providers, donors, partners, and UN procurement
- Executives as well as provide information/clarification to auditors
- Participate in the development of training and related training materials and promote best practices and capacity development

**SPECIFIC FUNCTIONS:**

- Advise requisitioning units and recipient entities on the full range of procurement issues, providing support and guidance at all stage of the procurement cycle including preparation of tenders evaluation criteria, meeting objectives under tight deadlines;
- Prepare solicitation process, identify method of solicitation, prepare tendering documents, distribute invitations to tender and conduct all aspects of bid/proposals evaluations and ensure that the solicitation process is fair, objective and transparent and that it follows the general principles, as set forth in the FAO Manual Section;
- Prepare and support the submission of cases to the Local and Headquarters Procurement Committees as appropriate;
- Participate in and conduct site inspections, bidder's conferences and contract negotiations, as necessary;
- Conduct market research to keep abreast of market developments; research and analyze statistical data and market reports on required goods and services, production patterns and availability of goods and services;
- Undertake the Buyer function in conformity with FAO rules and regulations;
- Review Letters of Agreement in conformity with the Quality Assurance function as set forth in FAO rules and regulations;
- Identify and make initial determinations and recommendations concerning disputes or claims arising out of procurement actions;
- Organize and participate in, as appropriate, local tender opening panels and the Local Procurement Committee (LPC);
- Streamline communication between the various stakeholders and optimize administrative efforts and transactions in the supply chain related to an L3 Emergency Operation;
- Interact proactively with all units working in the country office to avoid last minute waste of resources and funds.

**Administrative Officer - South Sudan**

- Supervise and provide Guidance and act as certifying officer for all documents and correspondences of the administration Team
- Analyze payment workloads and assign project responsibilities to the Payments Clerks. Review workloads regularly.
- Compile the monthly disbursement estimates from the various programmes and forward replenishment request to FAO Headquarters Rome through GRMS.
- Supervise and Review monthly and yearly imprest returns and carry out monthly bank reconciliations.
- Act as the principal Focal point between FAO South Sudan and its Internal and External Auditors.
- Follow up on Audit observations and implement recommendations
- Assist Head of Office in Implementing Management Controls – Official Working hours, Overtime, Fraud Control Policy
- Prepare Periodic Budgetary Reports for FAO South Sudan Office for submission to Regional Office in Accra.
- Supervise Travel Unit
- Supervise HR unit
- Supervise Finance Unit
- Supervise ICT Unit
- Supervise Asset Management
- Manage Cost Recovery for Advances, personal calls, and recovery for accommodation in UN guest houses and units.
General Office administration ensuring facilities in the main office and sub offices are working. Telephones, Generators, Internet and other office facilities. This includes ensuring leases and MOUs are up to date, for the Main Office, Hubs and Sub Offices.

- Supervising and assisting in Assets transfer for closing projects as requested by different sectors.
- Support and train on Coin Functions
- Support and Train on GRMS Functions
- Support the FPMIS Functions.
- Prepare Monthly Financial Reports and monitor expenditure against AOS. Support process for back charges initiated by Operations unit
- Analyze accounts, review regular financial reports and prepare reports and correspondence;
- Provide financial advice and guidance to the team in implementation of the programme;
- Liaise with FAO headquarters’ finance, administration, personnel and other implementing Partners to ensure implementation of programme activities.

Logistics Officer - South Sudan

- Support and reinforce the logistics unit within the FAO in South Sudan;
- Supervise and monitor field logistic operations for the receipt and distribution of agricultural, livestock and fisheries inputs and other assets procured under various FAO projects/programmes in South Sudan
- Review the stock holding in FAO warehouses at various locations, and update the stock inventory regularly in the database
- Review and update logistics and distribution plans under the emergency situation;
- Provide necessary assistance and support to ensure that existing plans are implemented and goods moved to their destinations;
- Closely coordinate with logistics team in Juba and all around the country ensuring that the entry and exit of goods from the FAO warehouses are properly controlled and recorded;
- Provide assistance on proper warehousing management.
- Revise and, when necessary, improve the expendable and non-expendable equipment tracking system and procedures for fleet and warehouse management (including strategic stocks management).
- Liaise with partner agencies to facilitate operations.
- Build the capacity of national staff for the improvement of the expendable and non-expendable equipment tracking system, procedures for fleet and warehouse management, including updating the tracking tables.
- Work closely with the operations and programme teams for the handover of non-expendable items in the warehouses at different locations in the country. Finalize the list of items to be handed over to the Government counterparts, auctioned off or written off as per FAO procedures;
- Perform other related duties as required.

Field Security Officer South Sudan (FAO Country Security Focal Point)

KEY FUNCTIONS:

- Advising that FAO security support is fully incorporated into the programming process at the country office level as well as in the case of each individual project, from project identification, planning, budgeting, implementation and right through to monitoring and evaluation;
- Strengthening the security arrangements of FAO and coordinating with international and national security personnel.

SPECIFIC FUNCTIONS:

- Participate in the SMT and provide all necessary assistance to the FAO Representative on security-related matters;
- Advise the SMT on particular security-related concerns of his/her organization;
- Keep abreast of the security environment in South Sudan and provide timely and accurate security advice to the FAOR and Senior Emergency and Rehabilitation Coordinator (SERC), including information regarding compliance with United Nations security;
• Implement policies, practices and procedures on security-related matters;
• ensure that security-related issues, including security support and security risk management, are fully incorporated and integrated into all levels of FAO operational activities and contribute to increased operational output;
• Strengthen the security arrangements of FAO offices by professional security and contingency planning, and in close cooperation with UNDSS coordinate 24/7 response to all security-related incidents involving FAO staff and assets;
• Ensure the best protection of FAO personnel, assets and facilities in accordance with UN Security Policy and Procedures;
• Conduct periodic Minimum Operating Security Standards/Minimum Operating Residential Security Standards (MOSS/MORSS) assessments of FAO facilities, missions and residences and provide advice on shortfalls with recommended improvements and solutions;
• Maintain close security coordination with UNDSS South Sudan and with security focal points of other agencies and humanitarian partners as well as ensure appropriate professional liaison of security matters with local authorities responsible for security.
• Provide FAO staff, particularly external missions, with security briefings, situation reports and other appropriate security-related information and training.
• Report immediately all security-related incidents involving FAO staff and assets to the FAOR, SERC, Chief Field Security Office (CFSO) in Rome and provide written weekly security updates to the FAOR and CFSO;
• undertake field security missions to FAO offices and operations in the provinces as required by the FAOR and/or SERC, to conduct security assessments to determine the level of risk to FAO operations, and based on those risks identify and implement appropriate risk mitigation measures;
• Perform any other related duties as required.

Reporting Officer

• Compile, write, edit and review progress, interim and final reports using Project Documents, Agreements (background information) and the above-mentioned progress reports from the field, liaising with project staff as appropriate. During this process, the Reporting Officer will adhere to FAO’s Reporting and Editorial Guidelines and templates to ensure consistency and correct use of language.
• Consolidate information provided by technical and operational staff for the preparation of draft progress and final reports. The reports should include photographs, maps and other information as appropriate.
• Assist in coordinating the gathering of programme/project data at the field level (implementing partners [IP] and FAO staff).
• Supervise national Reporting Officers and support their day to day tasks.
• In collaboration with the FAO team in South Sudan, provide IPs with the most appropriate format for interim/progress and final reports, train them on its use, and ensure that reports are prepared according to prescribed formats.
• Take appropriate measures to dispatch progress and final reports to appropriate stakeholders in a timely manner, and act as reporting focal point, liaising with donors and partners as necessary.
• Collaborate with the Head of Office, project staff, IPs and headquarters (Technical Divisions, TCE/TCSR) to finalize report contents for final submission to TCE Reporting Unit, ensuring at all steps the timely clearance and the editorial quality of the reports.
• Set up/manage an information system to monitor reports (e.g. using Excel).
• Assist in the drafting and reviewing/editing of project-related documents.
• Contribute to enhancing and promoting FAO and donor visibility related to specific donor-funded projects, as well as general visibility initiatives on FAO programmes (bulletins, newsletters, posters, etc).
• Perform other related duties, as required
**Human Resources Officer**

- Ensure compliance to corporate policies and guidelines by providing day-to-day advice to the management and teams, on various issues including policies and procedures in order to ensure consistency and understanding at all levels.
- Provide high quality HR support and decision-making to management on operational human Resources issues including in the areas of job design, recruitment, rewards, performance management, administration of entitlements and benefits and occupational health and safety.
- Provide oversight for the entire recruitment cycle including supporting the development of job descriptions, vacancy announcements, screening of candidates, setting up interview panels and conducting background checks on prospective candidates.
- Provide onboarding and induction for all new staff by preparing induction packs and providing access to the relevant organizational materials and off boarding staff through initiating the separation clearance processes for terminations and conducting exit interviews for staff leaving the organization.
- Advise staff on the terms and conditions of their employment and refer to Shared Service Centre (SSC) HR Officer for complex cases.
- Advise and guide managers in workforce planning and review and make recommendations for job classification proposals with reference to FAO pay structures, review Terms of Reference and recommend appropriate grades and pay levels for consultants and national staff before hire.
- Act as focal point for learning and development develop and maintain the yearly learning plan and manage the L&D opportunities and personal development plans to ensure effective learning within the organization.
- Overseer the performance management system; ensure that poor performance is addressed appropriately and in a timely manner. In addition link the annual performance reviews to the learning and development opportunities taken by staff in the year and the annual salary increments received.
- Monitor and review the HR workplan to ensure that all planned operational activities are carried out, identify inconsistencies and delays and submit proposals for improvement.
- Prepare monthly, quarterly and ad hoc reports for management/ other UN agencies regarding staffing and common costs submissions.
- Continuously review and make recommendations for improving the HR function and systems that support FAO South Sudan;
- Act as alternate of the Int Administrative Officer for HR and Travel.

**General Administration Servicing**

- Provide Health & Safety advice and effectively support staff medical administration queries and claims and act as the liaison between FAO South Sudan, staff members and the medical insurance agency in Rome.
- Draft general correspondence for formal communication with various UN agencies, NGO’s and other corporates as may be required.
- Develop and maintain a monthly communication HR newsletter for monthly achievements for circulation to all staff.
- Undertake travel preparation and planning of travel activities in GRMS;
- Perform, initiate, Coordinate and approve travel arrangements and Travel Authorizations.
- Ensure preparation for the arrival of VIPs and coordinate their reception at the airport;
- Arrange, coordinate and follow up of issuance of Travel Authorizations by Headquarters;
- Coordinate and supervise preparation of requests for travel visas and follow up their issuance from the Ministry of Foreign AffairsSupervise maintenance of travel filing systemSupervise adequate control and process all travel expense claims ensuring the signature of travellers & Budget Holders or approving officers, adequacy of supporting documents, and compliance with authorised final itinerary;
- Assist in the preparation of budget for travel, meetings, workshop events, and provision of information for audit;
- Coach and Mentor National Staff on HR and Travel activities and develop Best Practices
- Process Epms, epprs for International staff and consultants
- Perform other related duties as required.
NATIONAL SUPPORT STAFF

Security Assistant

- Closely supervise radio room operations on daily basis.
- Operate radio networks, telex/fax machines and receive and dispatch their messages;
- Type, distribute and log all incoming/outgoing radio/telex/fax messages properly to concerned FAO personnel/Registry;
- Maintain chronological files for all incoming and outgoing telexes, facsimile and radio messages;
- Ensure that all radio network, communication equipment are properly maintained;
- Conduct daily Radio check seven days a week and report to UNDSS Radio room and copy to the Field Security Officer.
- Keep field staff informed of security situations on the ground based on the information provided by UNDSS;
- Maintain proper filing of the security unit Operations security documents;
- Supervise guard forces deployed to FAO compounds, offices and report back to field security officer any shortfalls.
- Coordinate with all FAO sector staffs on the travel of Juba based staffs to field locations
- Follow up and keep the track of all FAO staff security trainings and update TRIP profiles.
- Track FAO Vehicles on Field Mission and update the Office.
- Help in solving problems in the Staffs Accommodation ie Water and Electricity etc.
- Gives training to the new staffs on how to use both HF and VHF Radios.
- Supervision guard forces deployed to FAO compounds, offices and report back to field security officer any shortfalls.
- Coordinate with all FAO sector staffs on the travel of Juba based staffs to field locations
- Follow up and keep the track of all FAO staff security trainings and update TRIP profiles.
- Track FAO Vehicles on Field Mission and update the Office.
- Help in solving problems in the Staffs Accommodation ie Water and Electricity etc.
- Gives training to the new staffs on how to use both HF and VHF Radios.
- Ensure that updated list of FAO national and international staffs are maintained on daily basis.
- Raise Internal Security Clearances for both International and National FAO staffs.
- Work as a Fire warden as well as a Zone warden.
- Help in supervising the drivers when necessary.
- Function as Local security assistant when needed.
- Perform any other Duties in the office as required by the Field Security Officer, and Administration and finance Officer.

Human Resources Assistant

- Assists in the recruitment of national staff, including the issuance of the vacancy announcements and the hiring process;
- Assists in obtaining all the necessary documents related to the recruitment of staff, i.e. updated PPF, medical certificate, Basic and Advanced security certificates and other recruitment forms.;
- Prepares contracts for national staff (PSAs, NPPs, casual laborers, etc.), maintains personnel files and keeps tracks of contract extensions;
- Provides an introduction briefing to newly arrived staff regarding the terms and conditions of employment, and FAO’s rules and regulations; Ensures that new staff obtain an ID card, index number.
- Raises ePPRs in the system;
- Prepares staff leave records and time cards to be inserted in the system prior to salary payments;
- Liaises with FAO Headquarters on staff related matters patterning international staff (recruitment, raising eppr, extensions, timecards );
- Performs any other related duties as required.
Finance Assistant

- Manages petty cash;
- Enters AR receipts; enters invoices and processes payments in the Global Resource Management System (GRMS);
- Performs Bank Reconciliation;
- Manages personal call recovery;
- Assists in strengthening the finance function in Field Offices;
- Receives money from vendors as per their invoices, follows up on all outstanding payments beyond 30 days and arranges the salary recovery after 90 days;
- Operates GRMS' financial transactions on the Oracle Based Enterprise Resource planning system for FAO;
- Assists in verifying claims accuracy in general conformance with FAO’s financial and administrative rules and regulations;
- Manages the UNHAS account and corresponding cash book;
- Assists the Operations/Finance Officer in managing Accounts Payables and Accounts Receivables;
- Assists in making payments and recovery of salary and operational advances;
- Performs bank reconciliations and prepare cheques and bank transfers;
- Assists in maintaining the filling system/database of technical and administrative documents and other correspondence (soft and hard copies of documents);
- Maintains the budget control sheets for all assigned projects certify availability of funds for financial commitments and prepare Field Budget Authorization (FBA) requests when additional funds are needed; Is she really certifying the availability of funds,
- Performs any other duties as required.

Position Title: Admin. Assistant

- Ensures administrative support focusing on the achievement of the project implementation in Juba and all ten (10) states of South Sudan;
- Liaises with the Admin/Finance, Logistic and Operations Units of the FAO Offices in South Sudan on relevant issues related to EU Cross-border project implementation;
- Makes travel arrangements, meeting venue bookings and hotel reservations, prepare travel authorizations, processes requests for visas, ID cards and other documents;
- Processes travel mission claims ensuring the accurate calculation of DSA and checks supporting documents;
- Raises PRs in GRMS and follows up with the Procurement Unit until payment is finalized by the Finance Unit (Admin.);
- Keeps a record of workshops in the 10 states and maintains hard copies and electronic files, reference materials and confidential records;
- Receive all the requests for operation/admin action from the states and ensure theirs accuracy before taking them to CTA office for approval;
- Acts as a focal point person between the EU Cross-border project staff and other FAO Units;
- Participates in project related activities workshops and other workshops under the EU Cross-border project;
- Liaises with the UN agencies, government officials, NGOs and other partners and stakeholders on operational/admin matters related to workshops and field missions,
- Ensures that all Letters of Agreement (LOAs) between FAO and partners are signed and payments are timely;
- Performs other related duties as required.

Minimum Requirements

- High school or equivalent diploma is required. Technical or vocational certificate in human resources, business administration or personnel administration is an advantage;
- A minimum of two (2) years of experience in human resources management or other related fields, preferably within the United Nations system. Additional certification or knowledge in agriculture or a related discipline would be an advantage;
- Working knowledge of English (Level C).
Technical competencies and functional skills

- A thorough knowledge of the Organization's administrative and HR policies, procedures and practices.
- Demonstrated use of initiative and ability to make appropriate linkages in work requirements and anticipate next steps.
- Ability to interpret and apply administrative and staff rules.
- Commitment to implementing the goal of gender equality by ensuring the equal participation and full involvement of women and men in all aspects of peace operations.

Operations Associate

- Provides operations support services to the Operations Manager and facilitates the smooth running of the Operations and effective processing of information;
- Supports drafting of letters of agreement (LoAs) by obtaining relevant clearance and the preparation of documentation for issuing of LoAs preliminary quality control of LoAs and Note for File and initiating quality assurance form for processing by Quality Assurance Officer and LPC;
- Updates database and keeps for Letters of Agreement documents in line with the current MS 507 Manual section and reports to the Operations Manager on the status of LoA issuance and payments;
- Creates LoA supplier vendors and Purchase Orders (POs) in GRMS (Global Resource Management System);
- Provides information and guidance to service providers at all levels to ensure understanding of FAO Operations and deadlines;
- Reviews and process service provider invoices to ensure payments are cleared on time and consistent with the GRMS data and approved budget; Analyzes data and takes appropriate actions for any discrepancies observed;
- Follows up with service providers to submit the progress and final report in accordance to the agreement;
- Closely monitors the trend of fund utilization, timely request for funds replenishments and cash requests for the created Purchase Orders for LoAs;
- Effectively coordinates with sub offices, service providers, and Finance Unit on LoA payment related issues to ensure advances and payments are processed and cheques collected and cashed in a timely manner;
- Assists in reviewing the narrative and financial reports of the service providers conform to the provision in the LoAs;
- Assists in organizing service provider meetings and takes minutes of the meeting;
- Processes PRs and other related actions under MS 502Acts in the absence of the Operations Assistant;
- Performs other related duties as required.

Warehouse/Storekeeper

- Assists with the entry and exit of goods from the FAO warehouses to ensure that they are properly controlled and recorded;
- Assists with the receiving and inspection of articles and goods carried out according to the quantities and qualities required on the respective purchase orders;
- Assists with organizing the transport of goods from Bor to field, according to the requested method of transport;
- Assists with the update of stock cards whenever goods are received or issued, and the production of monthly stock reports;
- Assists with the confirmation and accuracy of items of cargo received against waybills;
- Assists with keeping the warehouse clean and ensures that commodities are well organized;
- Assists with keeping the best practices of the warehouse in place;
- Assists with the organization of periodical and physical inventory of the warehouse contents;
• Assists with the production of monthly stock reports;
• Performs other related duties as required.

Architect / Civil Engineer

Terms of Reference:

• Evaluate the designs for accommodation and analysis bids received from contractors for the construction to take place in the UN House UNMISS premises;
• Work with FAO procurement, Finance and administration and contract officers to fulfil UN requirements for project delivery;
• Perform other tasks as requested.

Deliverables:

• Lead the on-going Programming, Design, and Construction Administration effort to provide the first step in the building an accommodation village (in UN House).
• Evaluate the design development and Tender/Construction Documents (Drawings, Specifications, Bill of Quantity) -with appropriate presentations for review and approval;
• Provision of assistance with regard to FAO Procurement in Tendering and Awarding of contract.

Required Skills & Experience:

• Bachelor's degree in Civil and Structural Engineering with 2-4 years of experience in construction.
• Advanced knowledge of MS Office Suite.
• Fluency in English.

Driver

• Drives the country office staff and their official visitors on official trips, as well as the FAO Representative and his/her visitors on occasions as and when required;
• Meets staff and official visitors at the airport; facilitates immigration and customs formalities, hotel check-in, and other local procedures;
• Logs official trips, daily mileage, gas consumption, and expenditures related to transportation/vehicles, vehicle servicing, and repairs;
• Ensures day-to-day maintenance of the assigned vehicle(s); checks oil, water, battery, tires, and performs minor repairs and arranges for any other repairs necessary to keep the vehicle safe and technically sound at all times in timely manner; maintains the vehicle(s) in a clean condition;
• Handles local and organizational formalities when involved in an accident; ensures that in this case all organizational and national rules, regulations and procedures are followed correctly;
• Collects and delivers mail, documents, pouches, and other communications/items to and from the country office; airport, government agencies, other UN agencies, institutions, project sites, etc., to take and deliver items and communications and keeps records as required;
• Performs other related duties as required.