
**END-TERM EVALUATION REPORT:
SUPPORTING THE TRANSITION FROM HUMANITARIAN CRISIS THROUGH
RECOVERY TO SUSTAINABLE ECONOMIC DEVELOPMENT IN WARRAP STATE,
SOUTH SUDAN, PROJECT**



FINAL REPORT- OUTCOME HARVESTING

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Executive Summary

South Sudan has continued to face deteriorating food situation coupled with conflict and economic crisis. This has been exacerbated by volatile market conditions with run-away inflation. In 2016, inflation in South Sudan was 700 percent (This was the highest in the world at that time). For these reasons, the food gap widened at both local and national levels. Those hardest hit were the women, children, older persons and other vulnerable groups. The implications of these factors are immense in terms of immediate and long-term consequences to the livelihoods of these communities. It is in this context that food security and livelihoods project in Twic State and Agok Counties in Abyei Administrative Area of South Sudan was initiated.

The overall objective of the project was to contribute to the reduction of hunger and to building long-term resilience of current highly vulnerable people in the 16 villages in Agok (Abyei Administrative Area) and Twic state, South Sudan. The project was intended to benefit 3,660 households including those headed by older persons (aged 55 and above) and women in Twic state and Agok County.

The overall approach to the evaluation was outcomes harvesting method. Outcome Harvesting is a participatory evaluation approach that looks for evidence of outcomes, and explanations for those outcomes, in what has already happened, and works backward to determine whether and how the project contributed to change. It is an evaluation approach used by evaluators to identify, formulate, verify, analyse and interpret change in programming contexts where cause and effect relationships is not be fully understood.

Findings and Outcomes

The project of supporting the transition from humanitarian crisis through recovery to sustainable economic development was generally efficient and made use of existing systems to spearhead intervention using minimum resources. The impact of the project could only be localized. In providing training, seeds and farm implements, the project has been able to contribute towards enhanced food security. A number of NGOs working in the area provide food for work and general food distribution. It is however important that communities are aware and appreciate the role played by the training component of the project. In giving out the unconditional cash transfer especially to the vulnerable household, the project was able to mitigate against the suffering that older people and vulnerable groups were going through. This is not a sustainable approach, but a very important means of alleviating human suffering. The REFLECT component of the project was effective in addressing the objective of enhanced food security. The strengthened networks and capacity building will also be key to sustainability. However, given the harsh climatic conditions that continue to prevail in South Sudan, the community will still need more support to achieve long term sustainability. Sustainability will also be reinforced by future targeted training and introduction of drought resistant varieties of seeds, and some level of small scale irrigation.

Key Outcomes

Outcome 1: Enhanced food security and improved nutrition status

Both elderly women and men in Twic and Agok have benefitted from UCT that facilitated their immediate needs in an emergency context such as access to food, medicine and participation in family and other community networks through monetary expenditures. This visibility has enhanced the status of the elderly and household where the elderly who are beneficiaries have reported spillover effects such as support to their grandchildren and buying food. The elderly women have also supported their husbands in buying farming inputs which were previously unaffordable. The OPA approach is significant and unique in its use of targeting in emergency and crisis situations in South Sudan.

Outcome 2: Improved market regeneration and diversification of livelihoods

The most significant outcome has been the ability to choose one's expenditure patterns on the most needed items in the household. It has also inadvertently strengthened social support networks across the village since those with the money are able to help others in times of need. Indeed, among women beneficiaries this aspect is a constant theme which enabled efficient mobilization of beneficiaries. There is also shared knowledge on how to grow new vegetable varieties and plan on work sharing in the farm such as ploughing, weeding, watering and harvesting.

Outcome 3: Increased Agricultural production

This outcome was to be achieved through provision of agricultural and fishing inputs and training. However, the overall scope of activities was reduced during budget realignment. Fishing gears support was dropped. Increased agricultural production is perhaps the most difficult outcome to associate with this project. According to those consulted, most outputs of the project objective were achieved. This involved provision of seeds and training to staple crop farmers and kitchen gardening groups. Evidently, there was not enough evidence to show any improvements in agricultural production. The community had suffered from floods in the previous season and while yield per hectare of land had gone up in year one of the project, there was substantial loss in the following years. The capacity-building component of the project has led to confidence among farmers that they will be able to sustain production in the coming years. However, this will be dependent on availability of seeds and other farm implement.

Outcome 4: Increased capacity of community led structures and (i) NGO to advocate for older people and marginalized groups in humanitarian/Development programmes.

Discussions with government officials and some of the NGOs did provide an indication that this outcome was achieved. It was very clear from the Area chief that trainings were undertaken and the older persons' issues are now well captured. From the survey, it is clear that not many respondents were aware of any complaint mechanism. The few that were aware and raised some complaints, it seems in most of the instances they were never satisfied with the responses they got.

Outcome 5: Women Empowerment

This outcome was never anticipated at the start of the project; however, it came out as one of the most important and most visible outcome among the project beneficiaries. The integrated REFLECT project had some of the amazing and most sustainable outcomes. The women who participated in the project were more empowered through the training on literacy and numeracy. Setting up of Income Generating Activities after training and the VSLA after IGAs are established was a great model of “building from the foundation”.

Lessons Learnt

- The needs assessment at the beginning of the project helped identify right approach to intervention which is considered a good practice.
- BMZ and HelpAge approach of facilitating GOAL, augmenting their credibility and legitimacy rather than intervene directly as most programmes do was helpful. It allowed HelpAge to concentrate in areas of competencies
- The project adopted a flexible design, enabling the critical review, prioritize and engage with various critical processes. Two components of the project were dropped when it became apparent that it was not feasible to move ahead with them.
- The project enjoyed cordial working relationship with local leadership because they were involved in identifying the genuine beneficiaries. This helped in ruling out biasness and ensuring that support got to those who needed it most.
- The project greatly benefited from a supportive leadership. Given the volatility of the project area, it is only out of that good working relationship that the project was able to achieve much.

Recommendations

- Consistent, transparent, reliable and clearly documented M&E from project inception to the final evaluation will enhance understanding of a project’s impact. Conversely, gaps in M&E at any point in a cash transfer project can make later impact assessments challenging, especially those focused on quantitative data.
- Most beneficiaries manage to attend to at least some short-term needs (e.g., paying for emergency medical care, buying food during food-insufficient months)
- Cash transfer projects seem to increase resilience to the negative impacts of inflation.
- OPM approach is a novel way to make visible and meet older people’s needs in a context where emergency assistance has disproportionately focused general interventions and on women and children.
- The success, effectiveness and sustainability of kitchen garden interventions is highly dependent on active local stakeholder participation. Moreover, training and capacity building is key to ensuring success and sustainability of initiatives.

- The effectiveness of certain gardens in increasing household income and contribution to food availability was affected by seasonal water sources. Follow on investment is needed in order to provide perennial water sources to all gardens that require such so as to protect the investment already made while at the same time enhancing impact of previous investments and future investments. Boreholes are an appropriate and ideal technology given that once established or rehabilitated, they are inexpensive to operate and maintain.
- Agricultural-based and urban-like IGAs can include specific or a combination of interventions such as rabbit production, poultry (broiler and egg) production, goat and goat milk production, as well as peanut butter processing and marketing. The key thing is to provide start-up capital, sensitize community leaders, and ensure greater program awareness and the active participation by all groups within target communities.
- Basic literacy and numeracy is key to successful livelihood diversification such as initiation and management of a business and the support to children's schooling performance.

List of Acronyms

AAA	Abyei Administrative Areas
BMZ	German Federal Ministry for Economic Cooperation and Development
CSOs	Civil Society Organizations
FSL	Food Security and Livelihoods
HOPE	Helping Older People in Emergencies
INGOs	International Non-governmental Organizations
IGA	Income Generating Activities
MoU	Memorandum of Understanding
MSC	Most Significant Change approach
M&E	Monitoring and Evaluation
OCMGs	Older Citizens Monitoring Groups
OH	Outcome Harvesting
OPAs	Older persons Associations
OPV	Orphans and Vulnerable Persons
PRA	Participatory Rural Appraisal
PwDs	Persons Living With Disability
SEWOH	Sonder Initiative Eine Welt Ohne Hunger(English: Special Initiative For a World without Hunger)
SSP	South Sudan Pound
UCT	Unconditional Cash Transfer
USD	United States Dollar
VSLA	Village Savings and Loan Associations
WASH	Water, Sanitation and Hygiene

1.0.INTRODUCTION

1.1.Project Context

South Sudan declared its independence on July 9, 2011, becoming the world's 193rd country and Africa's 54th state, after 55 years of war with the North. However, in December 2013, new conflict broke out across the country and continued for a while primarily in the 'conflict' states of Upper Nile, Jonglei and Unity States. The conflict led to the movement of many people away from their home areas, leaving essential land to cultivate and other assets behind.

South Sudan is primarily an oil producing Country with most of its income, oil related. Due to the war, most oil sites were damaged. The situation future deteriorated when world oil prices plummeted coupled with oil related rent seeking behaviour (Corruption) that made income from oil to dwindle to new lows. These limitations on oil revenues affected the Country's ability to develop essential infrastructure such as roads, energy and water. This also compromised the country's ability to provide the important social services such as education, water and sanitation, food security, healthcare, and social protection to the vulnerable groups. Alongside these problems, many parts of the Country are regularly affected by drought and flooding, which impede agricultural production for both internally displaced and host communities. This was evident during the evaluation given the severe drought.

South Sudan has continued to face deteriorating food situation coupled with conflict and economic crisis. This has been exacerbated by volatile market conditions with run-away inflation. In 2016, inflation in South Sudan was 700 percent (This was the highest in the world at that time). For these reasons, the food gap widened at both local and national levels. Those hardest hit were the women, children, older persons and other vulnerable groups. The implications of these factors are immense in terms of immediate and long-term consequences to the livelihoods of these communities. It is in this context that food security and livelihoods project in Twic State and Agok Counties in Abyei Administrative Area of South Sudan was initiated.

1.2. Project Rationale, Aims and Objectives

From 2016 to 2019, HelpAge¹ International and GOAL South Sudan have been implementing a food security and livelihoods project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) valued at €824,685 in 16 villages in Agok (Abyei Administrative Area) and Twic state², South Sudan. The project timeline was from 1st March 2016 to 30th March 2019. The overall

¹ HelpAge International and GOAL signed a memorandum of understanding (MoU) on hosting and partnership arrangement in Twic and Abyei Administrative Area on 3rd June 2016. The general objective of the MoU was to support HelpAge in hosting arrangements based on cost sharing basis. And mutually work with GOAL South Sudan programme on activity implementation, expertise sharing at Head office and field-based offices.

² Formerly known as Warrap state which has now been divided into three states: Twic, Tonj and Gogrial

objective of the project was to *contribute* to the reduction of hunger and to building long-term resilience of current highly vulnerable people in the 16 villages in Agok (Abyei Administrative Area) and Twic state, South Sudan. The project was intended to benefit 3,660 households including those headed by older persons (aged 55 and above) and women in Twic state and Agok County. This was to be achieved through 4 interrelated objectives which also form the basis of the evaluation;

1. Enhanced food security and improved nutrition status of Twic and Agok communities,
2. Improved market regeneration and diversification of livelihoods through supporting traders and creating small business and income generations means,
3. Increased agricultural production through provision of agricultural and fishing inputs and trainings,
4. Increased capacity of community led structures and (I) NGOs through capacity building.

Activities to reach specific objectives

For each objective, a number of activities were earmarked for implementation;

Objective 1: Enhanced food security and improved nutrition status of Twic and Agok communities;

Under this objective, the following activities were targeted;

a) Baseline Study and Market Assessment

This was meant to identify the population of older and vulnerable people in the districts of Twic and Agok. The study was also meant to form the base for the inclusion of them into community based decision making processes of government programmes. It was also geared towards finding about how markets function and work. Part of this assessment was to identify trusted traders, and to explore their capacity to stock and restock essential goods, the distance from their stalls to project beneficiaries and in particular people with physical and mobility challenges, the prices of basic commodities and the behavior of the supply chain when demand is created.

b) Distribution of unconditional cash vouchers

This was meant to protect vulnerable older people from resorting to negative coping strategies, to meet immediate needs and to support dietary diversity, particularly for the vulnerable people. The amount of the unconditional vouchers was pegged at 120 SSP (40USD).

c) Kitchen Gardens/ Home Gardens

The targeted beneficiaries were to be provided with tomatoes and kale seeds and training on growing methods to maximize potential yields. The purpose of the kitchen gardens was primarily for subsistence farming and thus strengthening resilience and to support the nutritional intake of the targeted households. However, surplus yields could also be a source of potential income in the local village market.

d) Demonstration plots

Two demonstration plots per district was to be established. New techniques for growing vegetables was to be introduced and the plots were to serve as a way of inculcating agronomical skills of vegetable growing in a water deficit and land for cultivation is limited. Some of the agronomical practices that were to be carried included plot preparation, crop spacing, mulching, weeding and schedule of watering. The recipients/ beneficiaries (ladies) of the cash vouchers were to be included in this activity. They would participate in the trainings and thus gain new knowledge which they could then also pass on to other members of the household. This process was part of the strengthening resilience approach for beneficiaries.

Objective 2: Improved market regeneration and diversification of livelihoods through supporting traders and creating small business and income generations means.

Under objective 2, the following interventions were to be undertaken;

a) Business expansion grants

A grant of 1,200SSP (400 USD) was provided to 20 traders (approximately 10 in each location) to increase traders stock and trading capacity to ensure that there is an appropriate level of supply available for beneficiaries (thereby reducing risks of project related inflation), and to support critical and/or vulnerable businesses to trade, thereby providing essential services/goods to the local population.³

b) REFLECT circles

This was meant to diversify livelihood options in the areas of intervention by improving literacy, numeracy, and business skills for women of 18 years of age and above through REFLECT circles. For the proposed intervention, circles consisted of 24 or- 30 women.

c) Village Savings and Loan Associations (VSLA)

In this case, money is pooled within the group and each member is allowed to borrow against this sum at an affordable interest rate. Each group is composed of 30 community members, recruited primarily from REFLECT graduates. Groups were organized, trained, and guided to set up their system.

³ This component was dropped due to heightened insecurity. This also led to budget realignment

Objective 3: Increased agricultural production through provision of agricultural and fishing inputs and trainings

Under this objective, the following were to be undertaken;

a) Fisheries support

Fisheries support was to be done along the river Lul (Twic County, Warrap state) and the river Kiir (Agok, AAA) to ensure that the targeted households are supported with fishing gears and trainings on hygienic fish handling, preservation, and improved marketing techniques.⁴

b) Staple crop farmers

It was to support targeted beneficiaries with farming inputs and improved seed varieties (OPV) of high and short yielding cultivar. Each beneficiary gets 5kgs of sorghum, 5kgs of maize seeds and 5kgs of groundnuts seed, as well as farming tools including one hoe or maloda, one panga, and rake.

Objective 4: Increased capacity of community led structures and (I) NGOs through capacity building

Under this objective, the following were to be undertaken;

a) Support to OPAs and OCMGs

Support to OPAs and OCMGs to mobilize the older people to participate in decision making, planning, implementation and monitoring of projects that upholds the rights of older people and address their specific and unique needs and for the wider community.

b) HOPE training for humanitarian staff

HOPE training for humanitarian staff to ensure the needs of older people affected by humanitarian crisis are effectively addressed by international community and Governments who have primary responsibility of its citizens.

c) Establishment of a project complaints/feedback mechanism

Establishment of a project complaints/feedback mechanism as part of the GOAL and HelpAge commitment to accountability.

1.3.Purpose, Scope and Use of Evaluation Results

The evaluation focused on assessing program performance and achievement of outcomes against the criteria of relevance, effectiveness, efficiency, accountability, sustainability and impact.

- The relevance of the program. The relevance is understood as pertinent to the program with regard to the overall strategies for responding to food insecurity by HelpAge and GOAL.
- The effectiveness of the program. The effectiveness meaning the degree to which the program has been able to achieve the objectives, the outputs as outlined in the program document.

⁴ This component was, however, dropped in 2016 due to heightened insecurity along the rivers Lul and Kiir which hampered access to project site and target beneficiaries. The Kiir River also unexpectedly dried up during the project period.

- The efficiency of the program. The efficiency of the program relates to the degree to which available inputs have been utilized with the highest possible effect i.e. the quality of program management.
- The sustainability of the program. The sustainability of the program refers to the participants' capacity to continue project activities in the long term.
- The impact/likelihood of impact of various interventions with special focus on cash transfer, vegetable production, inputs and loans support and trainings carried out.

The target population includes vulnerable older persons and women headed households with high number of dependents, women at risk, persons living with disability (PwDs) and other persons with specific needs. Out of the 3,660⁵ households targeted (51% women), 1,000 were reserved for extremely vulnerable older people headed households whereas the remaining comprise other vulnerable groups with approximately 51% of the target groups being female headed households. 31,476 individuals were expected to indirectly benefit from the project based on a household average size of 8.6 people, with 15,351 constituting women beneficiaries.

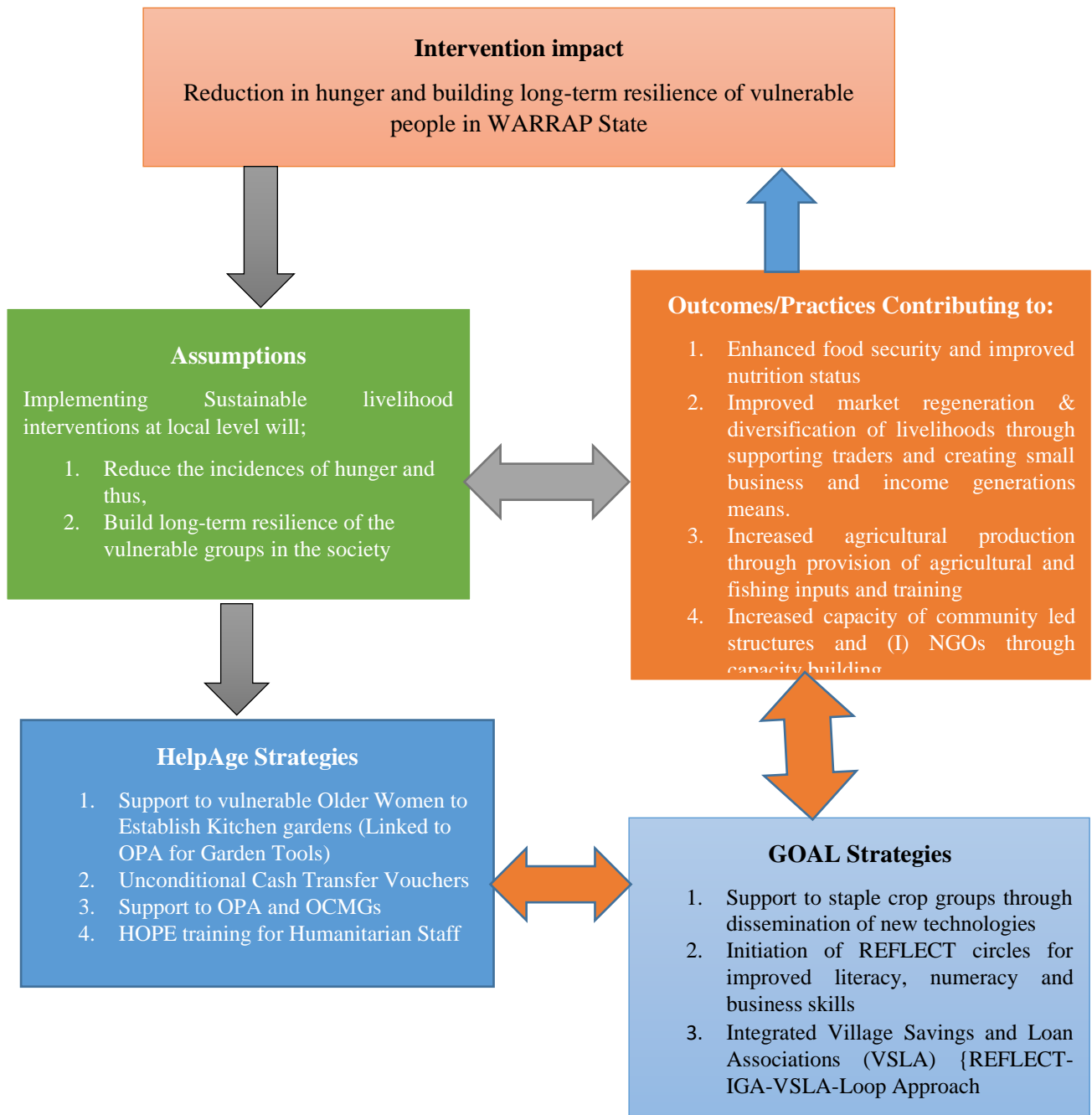
The evaluation therefore intended to capture the impact of the project on the target population in Twic State and Agok County, fleshing out the intended and the unintended impact. The evaluation report provides the decision-makers from HelpAge, GOAL, BMZ, partners and the government of South Sudan with an overall independent assessment about the performance and impact of the project, clarify key lessons learnt and practical recommendations for follow-up actions. The results of this evaluation will inform future project design.

Theory of Change

In the project documents, the term “theory of change” was never explicitly used. However, implicitly, during the entire programming, it was clear that the project teams and resources had a clear path to the desired social change. HelpAge and GOAL began a conscious path of thinking through all steps toward this social change. The logframe of this project has captured this. However, the identification of the preconditions that would enable (and possibly prohibit) each step was not clear. From the evaluators' point of view, the overall theory of change for 2016-19 is outline in figure 1.

⁵ A detailed breakdown of number of direct and indirect beneficiaries is annexed

Figure 1: Theory of Change



Institutional Arrangement

It is our understanding that HelpAge International was to be responsible and was to manage the project working closely with GOAL on implementation of activities, experience and expertise sharing. To ensure the project started on the right footing, the project was to be launched and orientation sessions conducted for the donor representative (German Ambassador in Juba), UN agencies, government representatives, and representatives of NGOs working in Twic and Agok counties and community representatives. The MoU between HelpAge and GOAL spelt out the number of staff each partner was to have on the ground for the successful implementation of the project.

The collaboration between HelpAge and GOAL evidently was an important milestone especially in future programming where organizations can collaborate taking advantage of their comparative strengths. In this case HelpAge had absolute competencies in dealing with older persons, GOAL on the other hand had absolute expertise in the areas of food security and livelihood programming.

Our findings on the ground is that while government agents were involved at various stages of the project implementation, the high turnover of government officials may have created an impression that HelpAge activities on the ground was not all inclusive. Therefore, even though the government agents involved in the substantiation process may not have been fully aware of the projects details, attempts had been made to involve them.

2.0.METHODOLOGY

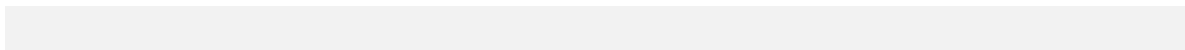
The overall approach to the evaluation was outcome harvesting method. The four evaluation questions were approached in substantially the same way: review of documentation; engagement with informants via questionnaires, personal interviews; analysis, interpretation and synthesis. The process involved initial consultation with GOAL and HelpAge staff in Juba. This was done by engaging the staff as a team as well as individuals or change agents. There were two areas of weakness. This was meant to support the process of formulating the outcomes as well as outcome description. It was also important to probe of unintended outcomes.

2.1. Outcome Harvesting Approach (OH)

Outcome Harvesting is a participatory evaluation approach. Unlike the traditional evaluation approaches that begin with stated outcomes or objectives, it looks for evidence of outcomes, and explanations for those outcomes, in what has already happened, and works backward to determine whether and how the project contributed to change. It is an evaluation approach used by evaluators to identify, formulate, verify, analyse and interpret change in programming contexts where cause and effect relationships is not be fully understood. It emphasizes on utilization-focused practice and uses a range of methods to collect information to yield evidence-based answers to usable or actionable questions, often referred to as ‘**harvesting questions**’. It enables complete assessment of change or harvesting, looking at a range of positive or negative, intended or unintended, direct or indirect outcomes and their plausible connection with a particular intervention, an aspect that eludes most evaluation methodologies.

Describing Change and Contribution of the Project

In describing changes or outcomes associated with the project, attention was given to understanding and clarifying how its various change agents and social actors took **ACTION** to **CHANGE** the way they do things. The definitions of key terms associated with OH methodology, which was applied in this evaluation, are as follows;



Change agents: Those individuals, institutions or organizations who participated actively and contributed to the outcomes of the project

Social actors: Individuals, group, community, organizations, or institutions that changed because of the interventions by HelpAge and GOAL.

Outcome: A change in behaviour, relationships, actions, policies or practices of one or more social actors that interacted directly with the project's change agents

Harvesting the identification, formulation, analysis and interpretation of outcomes to answer useful or harvesting questions

Outcome Description: Explains how a specific change agent contributed to changes in the behaviour of particular individuals, groups, organizations or institutions, and what changed in these social actors' actions, relationships, policies or practices in very specific and measurable ways to the extent possible

Contribution: Assessment of how HelpAge and Goal contributed to the observed changes? What did they specifically do that influenced specific observed changes?

For successful harvesting, it was imperative that the process involve all those individuals, groups and institutions that interacted directly with the project in the planning, data collection, analysis as well as interpretation to help build understanding of change from different perspectives. A mapping exercise was done at the beginning of the exercise to identify the project's key stakeholders representing change agents, social actors and substantiators. In assessing the project's contribution, this evaluation recognized the importance of multiple actors and other intervening variables (external factors) in influencing observed changes rather than attributing all observed changes to the project activities.

The Outcome Harvesting Process

The six-iterative steps of outcome harvesting that guided the evaluation is outlined as follow;

2.1.1. Designing the Harvest

A critical first step in outcome harvesting is to define a set of 'usable questions' that guide the process and use of information obtained from it. For this project, 'the usable questions' are those whose answers are considered vital for purposes of determining what change the project contributed to as well as drawing key lessons for improving design of future interventions. At the start of this process, it was vital to generate consensus among the key stakeholders information to collect as part of outcome description. The usable questions that guided the harvest process included the following:

- What changes have occurred since the project began?

- How did these changes happen? When and who (actors) did or influenced these changes?
- How do we know this is true? Was there supportive evidence?
- What factors (internal and external) contributed to or inhibited change in this project?
- How was GOAL/HelpAge’s contribution useful in creating this change? What strategies were most effective and why?
- Why these outcomes are significant and what lessons can we draw from them.
- Are these outcomes sustainable? What are the key sustainability factors?

Essentially, the key evaluation question was whether the project was effective as a model to supporting the transition from humanitarian crisis through recovery to sustainable economic development in Warrap State, South Sudan (see appendix for details of the OH tools).

2.1.2. Document Review and Drafting of Outcome Descriptions

We undertook an initial detailed review of documents to extract existing information on outcomes associated with the project alongside documentation of the contribution of the project. Key reference documents were the progress reports (annual reports) and the monitoring framework. The purpose was to support initial formulation of outcome descriptions and project’s contribution for validation with key stakeholders at a later stage.

2.1.3. Engaging with project partners to formulate and validate outcome descriptions

In the third step, the harvesting team engaged with representatives of GOAL and HelpAge to review and validate information extracted from the initial document review. An additional outcome of women empowerment was proposed by the GOAL team following the probable unintended benefits of the REFLECT project. The brainstorming session helped the consultants and the change agents:

- Develop a shared understanding of the outcome harvesting process – the team was introduced to the OH methodology and its key steps,
- Present and validate ‘usable’ questions,
- Describe project outcomes, taking a broader perspective of change– as positive or negative, intended or unintended, direct or indirect resulting from the project,
- Present and validate outcomes descriptions formulated from the initial document review process.
- Categorization of outcomes into broad areas of changes – domains of change.
- Formulating and ranking of observed outcomes to identify the most significant changes following the Most Significant Change approach (MSC). The use of MSC is to focus harvesting effort on documenting only the changes that we considered critical.
- Formulation of outcome descriptions for each MSC area. The team and other stakeholders were engaged to describe the situation before the project; what changed as well as specific

interventions that GOAL and HelpAge undertook over the project's three-year period that contributed to the observed changes; where it was done; and why the change was considered significant.

- For each MSC story, outcomes descriptions were formulated, data sources and methods of collection identified to generate evidence of the observed changes and project's contribution
- Identification of independent and knowledgeable people to substantiate information collected

2.1.4. Substantiation

Key informants' interviews and document review were the main methods used to substantiate information provided in this report. Triangulation, use of quantitative approaches, was useful in overcoming bias associated with any evaluation process such as this one. It is for this reason that it was also important that an alternative rapid end-line household survey⁶ be undertaken. The survey was to provide an indicative welfare scenario without necessarily crowding out the use of OH. In any case, there was no evidence of a deliberate and consistent periodical monitoring process. Though GOAL had in place its own M&E systems.

2.1.5. Analysis and Interpretation

For the end-line survey data, an analysis of social, economic and demographic information was undertaken. Critically, the analysis looked at how social actors had made transition in their economic activities as well as their coping strategies. The analysis of outcome harvesting data followed. We worked backwards to organize outcome descriptions through a database in order to make sense of them, analyse and interpret to provide evidence-based answers to usable questions. We made attempt to link the various Most Significant Changes to the project to establish a plausible causal pathway of how the project contributed directly or indirectly, partially or (rarely) wholly, intentionally or unintentionally, to each of the observed changes or outcomes.

Limitations⁷ of outcome harvesting approach

Just as the case with most evaluation approaches, outcome harvesting has limitations that may affect generalization of results. These include;

1. Outcomes are only captured if they have already been described in documentation, or if the change agent is aware of them. This might mean a bias towards outcomes that are easy to identify, and away from those that are more difficult to measure. The type of outcomes reported are heavily dependent on the questions initially asked, and this is also a potential source of bias.

⁶ This survey was not the primary approach proposed at the REOI, but introduced at the inception stage.

⁷Wilson-Grau, R (2015). Outcome Harvesting. Better Evaluation. Retrieved from http://betterevaluation.org/plan/approach/outcome_harvesting

2. Outcome harvesting may be less useful if a development agency wants to know whether or how far specific objectives were achieved. Outcome harvesting tends to work with multiple outcomes, and does not include guidelines for investigating major, planned changes in-depth.
3. Developing and describing outcomes is very difficult for some CSO staff,
4. Outcome harvesting is described as a participatory methodology, and it is certainly designed to involve participants such as project and programme staff. It is less clear how wider stakeholders (such as social actors) should participate, and there is a danger that data collection could end up being extractive.
5. Finally, a lot of the onus is on the harvester to analyse and interpret the findings. Within outcome harvesting there is a lot of flexibility in the way that change is analysed. This means that any findings may be subject to the biases of the harvester.

In order to address some of these potential biases, it was agreed at the inception that end-term survey be undertaken from a representative sample of various categories of beneficiaries. A mixed probability and non-probability approaches were used. The essence of the end-term survey finding was to corroborate the findings of OH at the same time provide a before and after scenario.

In order to draw a representative sample, the following method was used to calculate the sample size;

$$\text{Sample size} = \frac{\frac{z^2 \times P(1 - P)}{e^2}}{1 + \left(\frac{z^2 \times P(1 - P)}{e^2 N} \right)}$$

Where;

N=Population size

e=Margin of error/confidence interval (percentage in decimal form)

Z= z-score (confidence level-%)

For this survey, the population of beneficiaries was given as 3,660, what follows is that;

e= 5%, z (CL) =90%. Therefore our sample size was 251 individuals.

A total of 225 (89.6% response rate) questionnaires were administered by trained enumerators who were also able to interact with the respondents in the local language.

In order to arrive at the beneficiary households, a simple random sampling technique was used to identify the villages in which the questionnaires were to be administered both in both Agok and Twic. Once the villages had been identified, stratified sampling technique was used to ensure that each category of the beneficiaries were all included in the sample. At this stage, a representative or weighted sample was drawn, taking into consideration the differences in number of beneficiaries from each location.

3.0.END OF PROJECT IMPLEMENTATION SURVEY RESULTS

Household Social and Demographic Characteristics

The survey begins by looking at the socio and demographic characteristics of the respondents. Respondents from the Abyei Administrative Area and Twic where HelpAge and GOAL implemented the project were sampled as shown in table 1.

Table 1: Distribution of respondents by administrative units

Gender	Administrative Area		Total
	Abyei Administrative Area	Twic	
Male	37	17	54
Female	95	106	201
Total	132	123	255

Household Demographic Characteristics

Out of the 225 households surveyed, the average household size was eight (8) people. People in a household range from 0 to 15 persons. In each of the households, there was on average three (3) under five year-old children. The range was 0-9. Older persons were found in 87.1% of the households surveyed. Older persons of 50-59yrs had the highest number of occurrence at 66.5% followed by those of ages 60-69%. In terms of status in the community, more than 90% of the respondents were from the local community, while only 4% reported to have been returnees living with their families. 5% of the respondents were non-indigenous people who had been displaced elsewhere and had lived in the community for more than 6 years.

Household Socio-Economic Characteristics

The survey sought to understand what economic activities were predominant in the society at the end of the project. This was also meant to determine how the interventions had influenced economic activities in the project areas. From the literature reviewed, it was evident that crop farming, livestock farming, mixed farming and fishing were the most predominant activities. The survey revealed that the sampled respondents were engaged in some form of farming (97.2%) while 2.8% were not. For those engaged in farming, 89.4% practiced crop farming, while 10.6% were engaged in livestock farming.

One of the key objectives of the SEWOH project was to enhance food security and improve nutrition status. Activities here involved setting up of kitchen gardens for the vulnerable older women through provision of seeds and tools. It also involved provision of unconditional cash transfer. This was to cushion vulnerable groups from resorting to negative coping strategies such as selling off household assets to meet immediate needs.

The respondents were therefore asked whether they had experienced situations where their households did not have enough food. 98.8% of the respondents reported that they had experienced situations where

their households did not have enough food or money for food. Table 2 shows the average coping strategies adopted by households in the last 7 days.

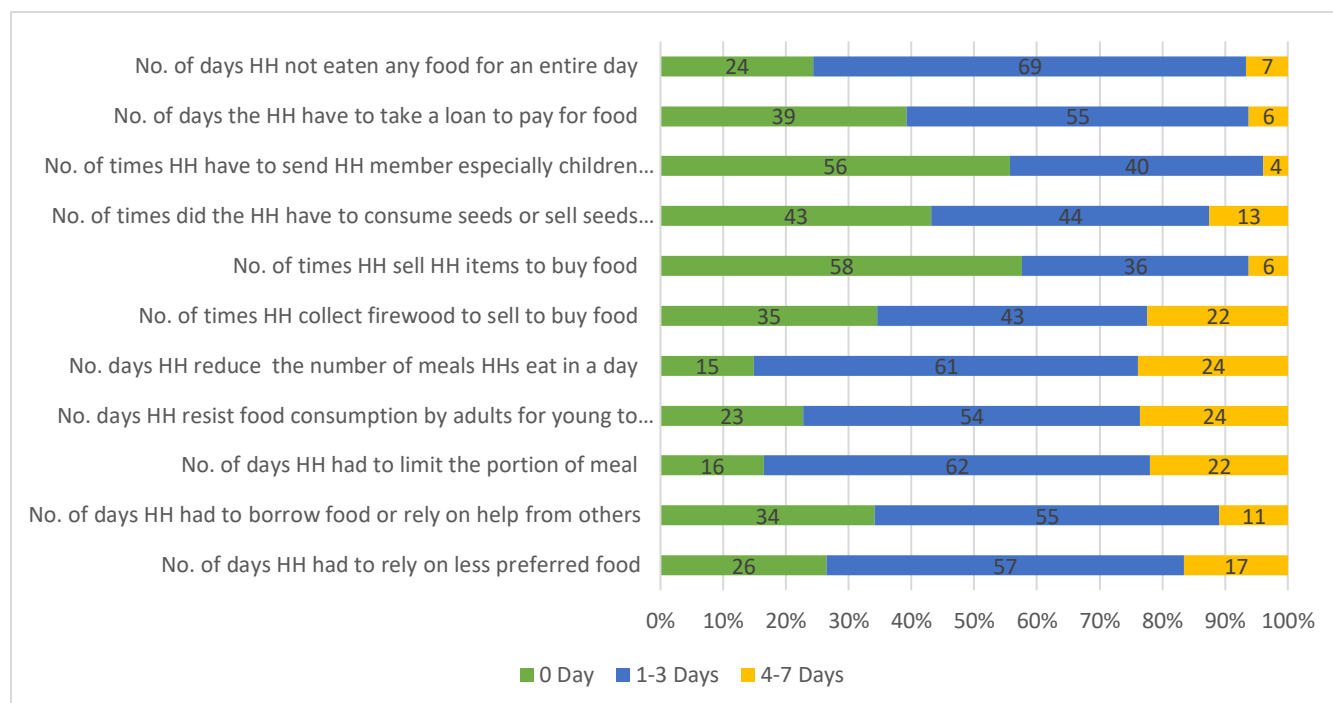
Table 2: Coping Strategies.

Variable	Observation	Mean	Std. Dev	Min	Max
No. of days HH had to rely on less preferred food	255	2	2	0	7
No. of days HH had to borrow food or rely on help from others	255	1.7	1.7	0	7
No. of days HH had to limit the portion of meal	255	2.4	2.0	0	7
No. days HH resist food consumption by adults for young to eat	255	2.4	2.2	0	7
No. days HH reduce the number of meals HHs eat in a day	255	2.6	2	0	7
No. of times HH collect firewood to sell to buy food	255	2.2	2.3	0	7
No. of times HH sell HH items to buy food	255	1	1.4	0	7
No. of times did the HH have to consume seeds or sell seeds meant for planting	255	1.5	1.8	0	7
No. of times HH have to send HH member especially children to eat in another HH	255	1	1.4	0	7
No. of days the HH have to take a loan to pay for food	255	1.3	1.4	0	7
No. of days HH not eaten any food for an entire day	255	1.5	1.2	0	7

From the results presented in table 2, some of the most adopted coping strategies included households reducing the number of meals taken in a day. On average, the respondents reported that three instances in a week, they had to reduce the number of meals taken. Alternatively, households had to limit the portions of meals taken. Where households had children, adults were faced with scenarios where they had to resist eating for the children to be able to eat. One of the least used coping strategy was the sale of household items to buy food. This is probably explained by households' lack of such assets to sell.

For purposes of comparison with the baseline of 2015, Figure 2 below shows comparative end-line findings on coping strategies.

Figure 2: Coping Strategies by Households



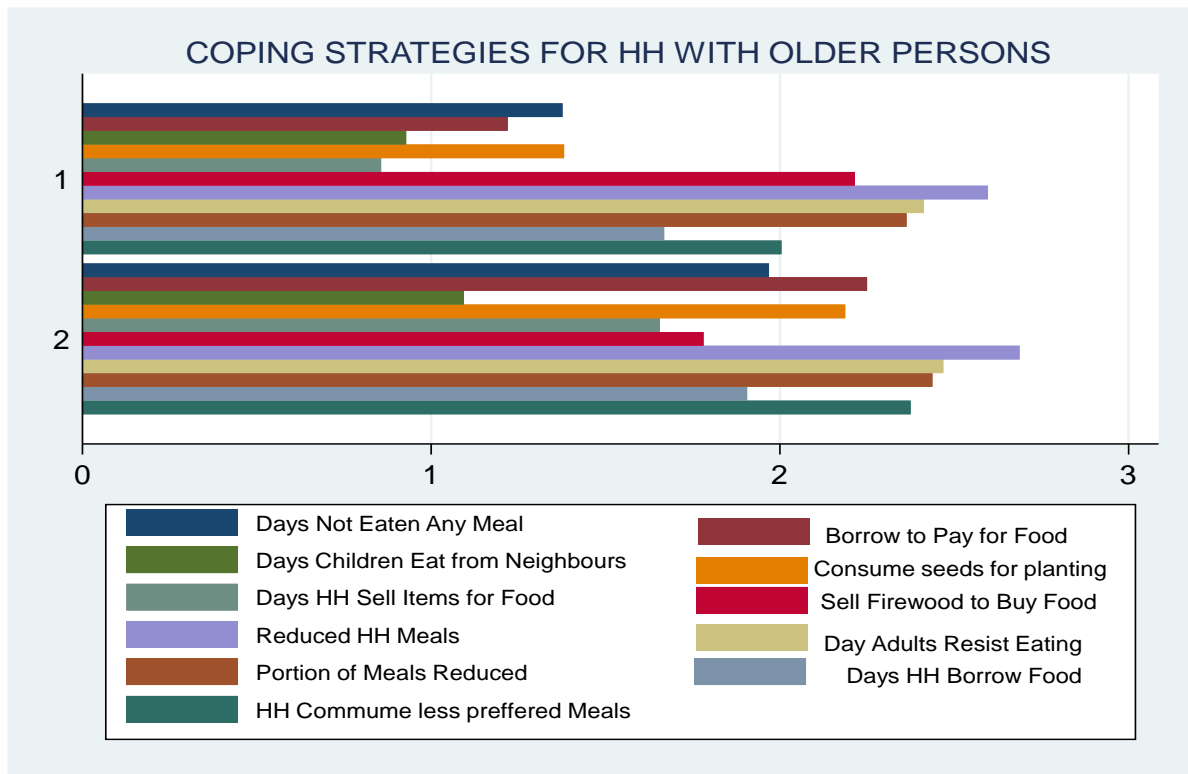
In Figure 2, it is clear that the proportion of households that never ate any food for between 4-7days had reduced from 20.2% in 2015 to about 7%. Across all coping strategies, households seemed to experience food related changes over a period of 1-3 days. This could indicate an improving food situation in the communities⁸. Since the respondents were all beneficiaries of the project, one can associate this improvement with interventions initiated.

Coping strategies amongst the older persons’ households

Households with older persons received unconditional cash vouchers. We compare these households to those that never received any cash payments. Figure 3 below provides the comparative results. From the figure, HHs indicated by 1 on the vertical axis received cash transfer. On average these HHs seem to have coped better than those that never received cash transfer.

Figure 3: Coping Strategies for HHs with Older persons

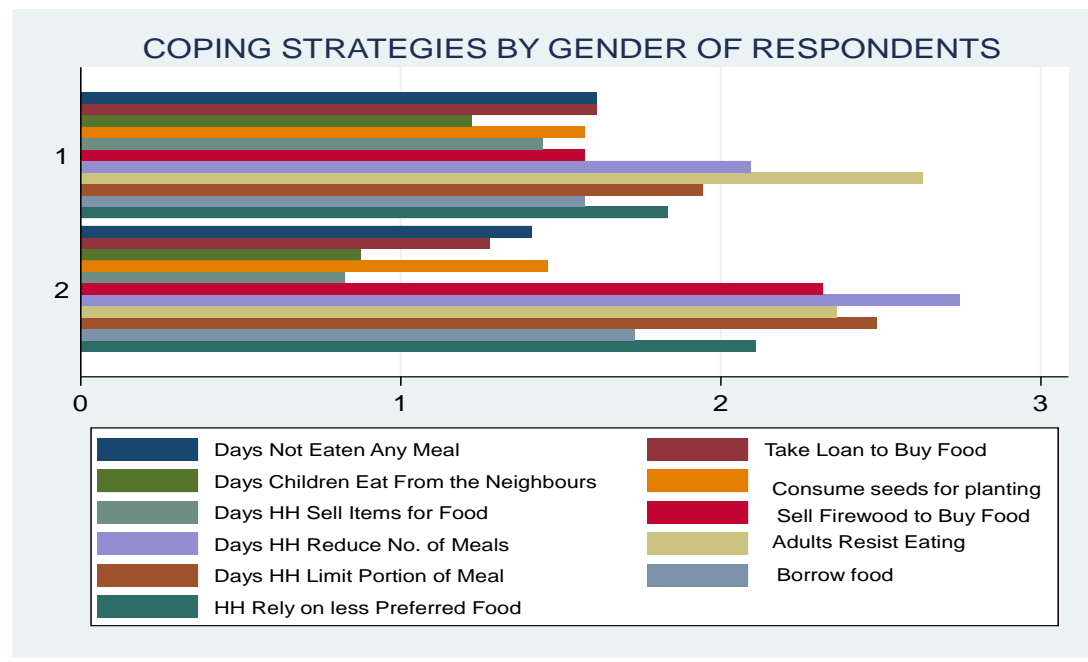
⁸ This evaluation has been done at a time when the area was experiencing a prolonged drought. It was reported that in the last season, the areas experienced extensive flood.



Coping strategies by gender of the household head

Households headed by women seemed to have coped better than those headed by men. This is shown in figure 4. However, it is clear that women headed households engaged more on selling firewood or charcoal as a coping strategy than their male counterparts.

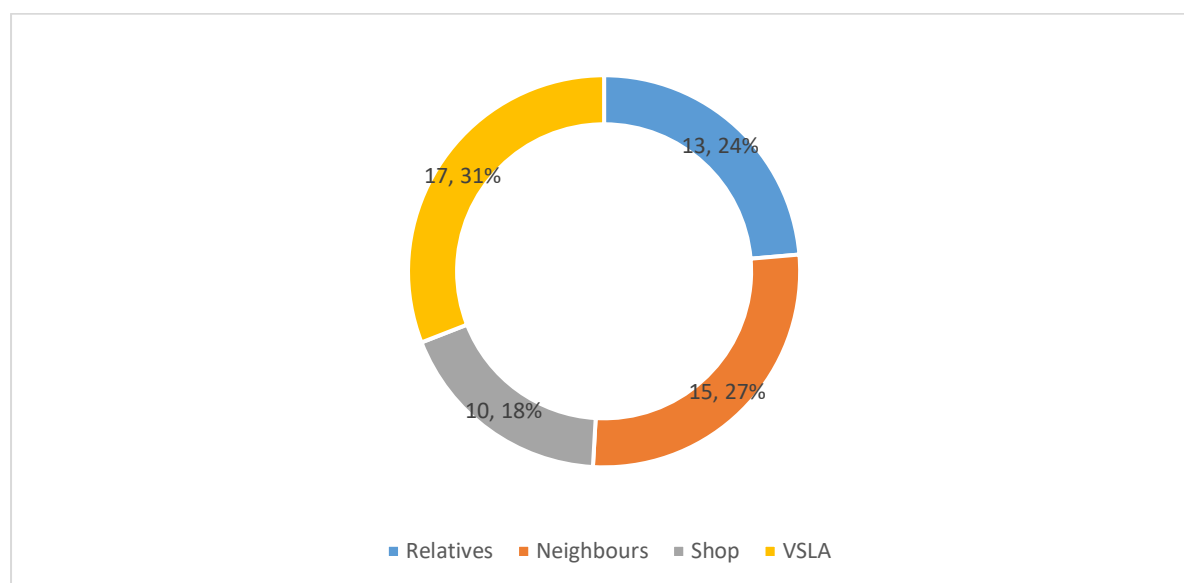
Figure 4: Coping Strategies by Gender



Improved market regeneration and diversification of livelihoods

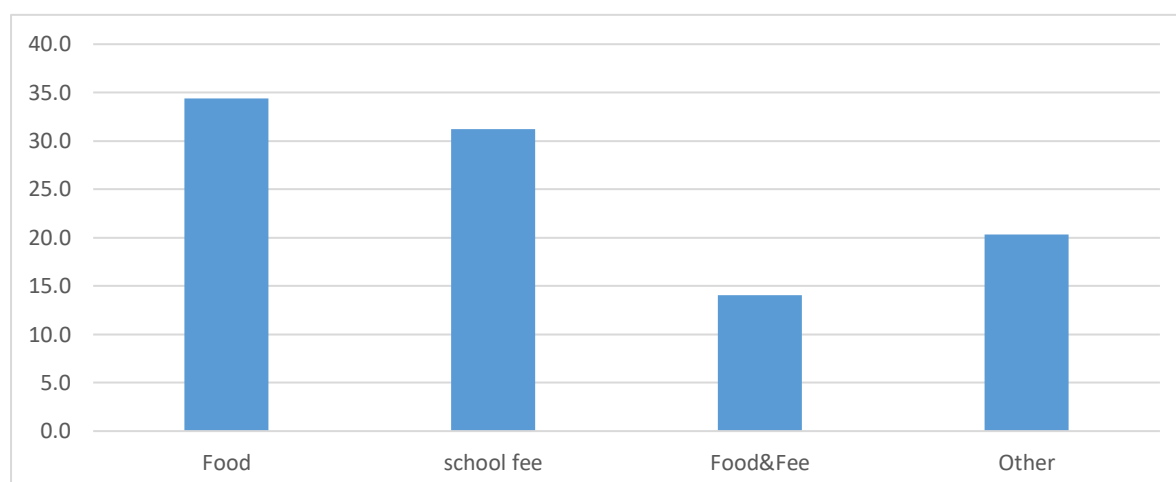
One way of improving market regeneration and diversification of livelihoods was through REFLECT. Activities here involved training on numeracy, literacy and business skills for women aged 18 years and above. Successful graduates were to develop business proposals. They would then establish businesses and in the process initiate VSLAs. Through the survey, we find that only 10% of the respondents reported being members of a VSLA. It was further reported that 10.2% had directly benefitted from the VSLA. In terms of loans, 26.3% of the respondents had sought for loan in the last 12 months. Figure 5 shows that most of the respondents who sought for loans got some from the VSLA groups.

Figure 5: Sources of Loans.



Respondents were asked to state the purpose for which the loan was taken. The results are in figure 6. Most respondents stated that they used the loan to buy food items. This was followed by payment of school fees.

Figure 6: Use of Loan

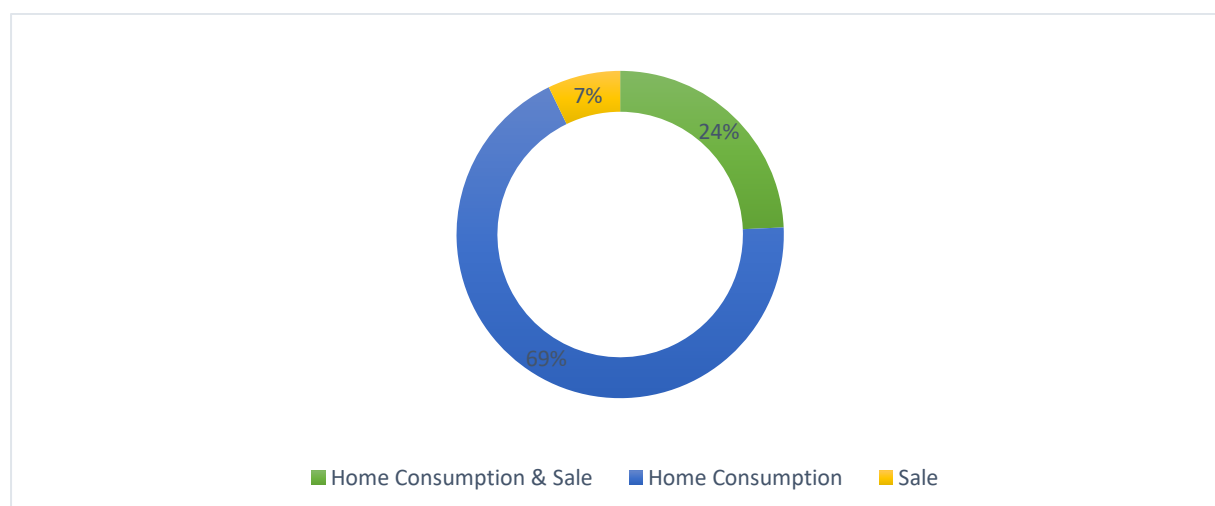


Increased agricultural production through provision of agricultural inputs and training

GOAL disseminated new technologies through a “training of trainers” model. GOAL recruited 30 (15 from AAA and 15 from Twic) lead farmers who were to cascade training down to groups of staple crop farmers. Each group was comprised of 20 farmers, thereby making a total of 600 farmers.

69.4% of respondents reported that they were involved in vegetable growing. Most of the vegetable seeds had been obtained from various NGOs (67%) working in the area, especially, GOAL, Save the Children, and HelpAge. About 24.6% of the respondents bought their vegetable seeds from the market. The vegetables harvested were mainly used in the household for food (68.5%), 24% of the respondents used the harvest for household needs as well as sell the surplus to the market while 7% sold the entire harvest for other food items.

Figure 7: Use of Harvested Vegetables



Training on vegetable cultivation

Both GOAL and HelpAge had considered kitchen gardening as an important avenue for food security and improvement of nutrition. Identified farmers were trained and provided with seeds and farm implements to undertake farming. 53% of the respondents received training on seed cultivation. Most (54.9%) of these trainings were done by the NGOs working in the area especially GOAL and HelpAge. Again, 40% of the respondents were further trained on preparation of vegetables meals. These training were mostly done by the NGOs (42.4%). These included HelpAge, GOAL and Save the Children. In households that grew vegetables and received training, 63.9% of the older persons in them were able to consume the vegetables prepared.

Figure 8: Source of food

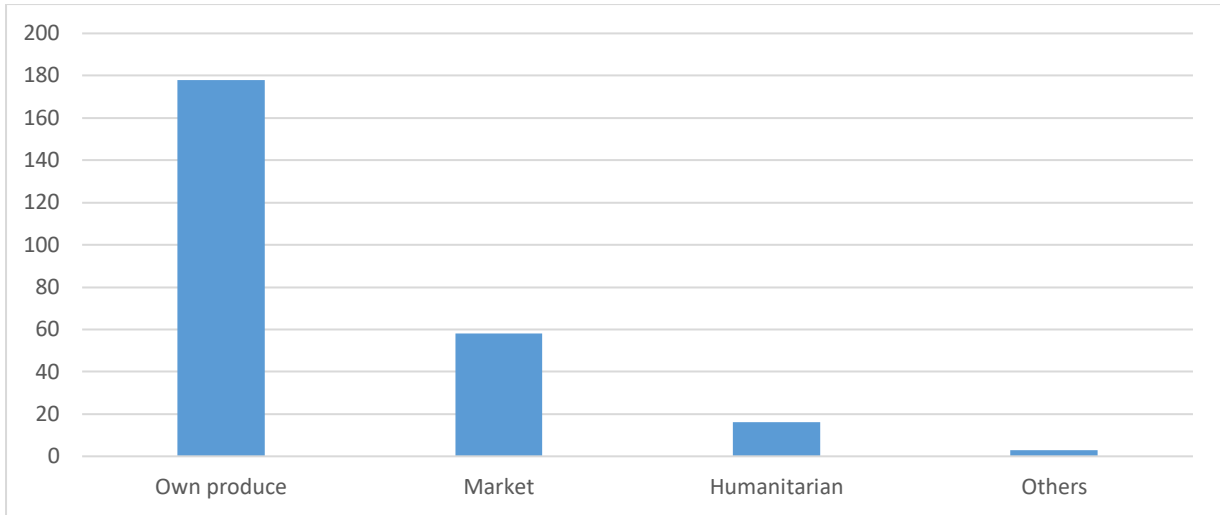
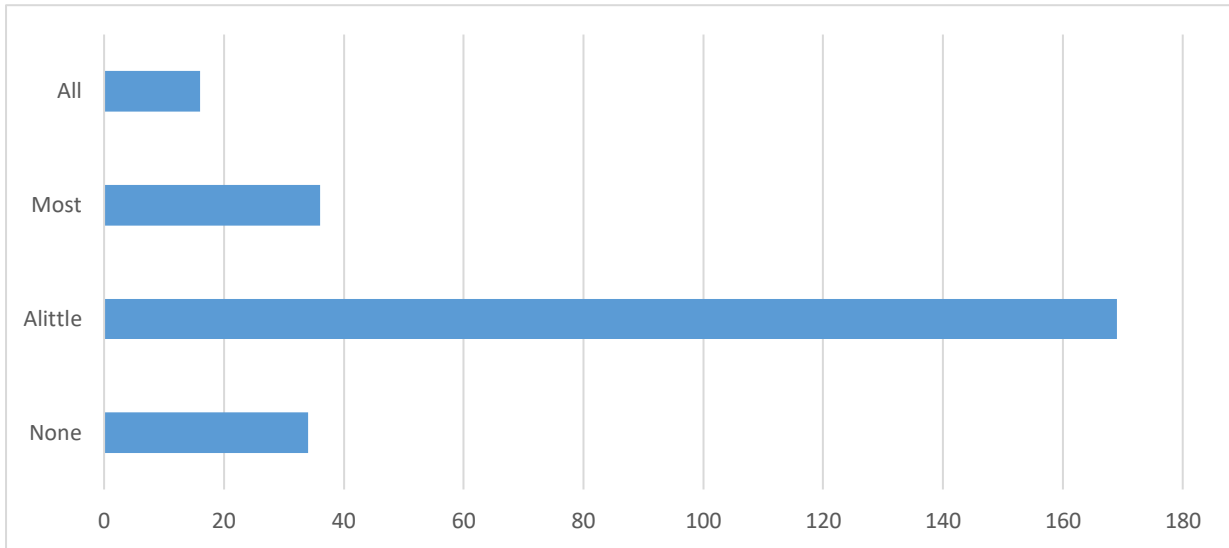


Figure 9: Proportion of food purchased from the market



Access to markets and availability of food

When asked how long it took them to travel to the market, 45.5% of the respondents stated that it took 30 minutes to 1 hour to travel to the market, while 41.6% stated that it took 1 to 3 hours to travel to the market. 86.7% of the respondents reported that high food prices was the main challenge while 12.3% stated the greatest challenge was that some of the food items they required were not in the market.

Project complaints/feedback mechanism:

As part of Goal’s and HelpAge’s commitment to accountability, the agencies jointly set out to establish a project complaints/feedback response mechanism. Respondents were asked whether they were aware of any complaints handling mechanisms existing in the two areas. Only 30.6% were aware of such a mechanism while 69.4% reported that they were not aware of such a mechanism. Of those aware of the mechanism, only 14.9% had raised a complaint through these systems. However, just about 7% received

responses on their complaints. Of the responses received, most of the respondents felt they were not satisfactory.

4.0.RESULTS OF OUTCOME HARVESTING

4.1.DOCUMENTING KEY PROJECT OUTCOMES

The outcomes of the project on supporting the transition from humanitarian crisis through recovery to sustainable economic development in Warrap State were documented at two levels. The first level of control related to improved management and operations at the project level. This involved creation of technical and operational synergies between HelpAge and GOAL as agents of change. HelpAge South Sudan actively participates and advocates for the protection, nutrition and food security and livelihoods clusters for better support to older people, their families, women, disabled people and other vulnerable groups. GOAL has a well-established office and experienced staff in the areas of food security and livelihoods, nutrition, WASH, Finance, Logistics and procurement. It also has strong relationship with the Ministry of Agriculture and Forestry and Health among others in Warrap through the establishment of a community led steering committee.

In the second level, the focus was on the sphere of influence, which focused on the engagement with several groups of social actors at the community level in both County and State levels because of the project initiatives. Under this sphere, the various groups were viewed as community structures, which the project interacted with directly as part of the change process and which ultimately was key in achieving the desired benefits to the society. In this project, the groups were expected to become more independent as their capacities were built. The groups were also closely related to the individual beneficiaries in the communities (This was the sphere of interest). The sphere concentrated on engagements and new developments as well as changes in Agok and Twic that could be due to or not necessarily related to the project's activities.

The key project outcomes outlined in this section are those within the project's spheres of influence and interest. While acknowledging the interconnectedness and therefore overlap in some of these outcomes, this report has attempted to discuss the centrality and unique aspects of each to provide a general picture of the changes brought about by the project. The harvesting process went a step further to document the Most Significant Change (MSC) stories, concentrated mainly around the project's sphere of influence (both direct and indirect).

Outcome 1: Enhanced food security and improved nutrition status

Since 2016, 750 (527 females and 223 males) beneficiaries were identified from the 16 bomas/villages of the project location (Twic and Agok Counties) during the lean season and supported with unconditional vouchers in two cycles worth 33 USD per person. The identification of these individuals was conducted with the support of Older Person Association (OPA) members, community leaders, and local authorities.

Vouchers were produced and distributed to the beneficiaries and arrangements were made with a single trader to deliver pre-determined goods from the beneficiaries' "lists of preferred items" obtained during consultation meetings with project staff. Delivery dates were agreed with beneficiaries for each location and goods supplied included whole maize flour, sugar, lentils, iodized salt, and vegetable cooking oil.

Because of high prices and logistical costs, HelpAge sought approval from the Donor to reduce the number of times beneficiaries would receive the voucher distribution after which the vouchers were distributed once as high inflation in the country made the budget allocated for this support insufficient to do more rounds of voucher distributions.

Both elderly women and men in Twic and Agok benefitted from UCT which facilitated them to acquire immediate needs such as food and medicine. This enhanced visibility and involvement of older persons in family decision making. Beneficiaries reported spillover effects of the UCT such as support to their grandchildren and buying non-food items. The elderly women have also supported their husbands in buying farm inputs which were previously unaffordable.

The OPA approach had significant impact in enhancing food security. It also transformed project staff and local communities' perceptions towards the elderly. Previously regarded as passive and dependent members of society, today they are regarded as active community members with unique needs and contributions to society, and that only by tailoring interventions to meet their needs have the elderly visibly been present in people's imagination. Their voices are increasingly part of FSL programming given this intervention. Furthermore, the voucher system was key to stabilizing the value of the basket of goods as opposed to cash which would have suffered inflationary effects and bought very few goods in the market.

Outcome 2: Improved market regeneration and diversification of livelihoods

Since 2016, 30 REFLECT groups were formed each year and each group graduated after one year. Facilitators oversaw the newly formed groups. Most of the facilitators were primary school teachers and already had experience in REFLECT circles facilitation. Trainings included information on their role, leadership, circle management, presentation of the facilitator's manual, use of the Participatory Rural Appraisal (PRA) approach, and monitoring of group progresses. During the third quarter, facilitators were trained for a period of two-day trainings in each location. Further, REFLECT circle participants continued to receive teaching sessions on adult literacy and numeracy skills, and a literacy examination was rolled out for all female beneficiaries.

The beneficiaries contrast their present situation with the "before the project" when most of them would engage in coping strategies that made them lose their dignity. The heightened expectations among

beneficiaries on the benefits accruing from the project has encouraged effective participation in the project and they hope to continue with other income generating activities in order to expand their income sources and recruit others willing to uplift the living standards of their households.

Outcome 3: Increased Agricultural Production

This outcome was to be achieved through provision of agricultural and fishing inputs and training. However, the overall scope of activities was reduced during budget realignment. Fishing gears support was dropped. Increased agricultural production is perhaps the most difficult outcome to associate with this project. According to those consulted, most outputs of the project objective were achieved. This involved provision of seeds and training to staple crop farmers and kitchen gardening groups. Evidently, there was not enough to show any improvements in agricultural production. The community had suffered from floods in the previous season and while yield per hectare of land had gone up in year one of the project, there was substantial loss in the subsequent years due to flood and drought. The capacity-building component of the project has led to confidence among farmers that they will be able to sustain production in the coming years. However, this will be dependent on availability of seeds and other farm inputs.

Among the kitchen gardening groups, some of the groups have managed to continue with vegetable growing during the drought period. This shows that the training was helpful. These groups have adopted small-scale irrigation of their vegetable farms. The groups have also been able to stock seeds for future planting. Box 1 presents a case study of how improved agricultural production among vegetable groups may facilitate transition to sustainable economic development.

Box 1: Transition to Sustainable Development through vegetable Growing

A number of NGOs work in Abyei Administrative Area. Most of these NGOs use different approaches to deliver humanitarian interventions. Discussions with some of the change agents and social agents showed that in many instances, it would be preferable to provide quick-win interventions such as food for work, unconditional cash transfer and other forms of immediate support.

Our discussions with one of the vegetable groups were illuminating. This vegetable group in Agok was composed of individuals mostly women (14 women and 7 men) who were not picked for the unconditional cash transfer. The initial feeling of the group was that of disappointment and neglect. This however changed when the group was trained and given seeds. Over the years, it is the opinion of the group members that finding themselves in the vegetable group and not unconditional cash transfer was the greatest thing that ever happened, albeit inadvertently.

This group has continued to work on their six plots, harvest vegetables, distribute among themselves, stock own seeds and sell the remaining in the local market. The group has gone ahead to start their own

VSLA where they contribute 21 SSP per person and loan each other. These initiatives are key to self-sustainability. Moving forward, the group believes that introduction of fruit trees and other varieties of vegetables would be a welcome addition.

Before HelpAge came in, the group members relied on sorghum, which they have not been able to harvest in reasonable quantities due to flooding and drought cycle. However, they have been able to rely on vegetable sales to cope with these weather challenges.

In their own words, the group believe that it would not have been sustainable had they found themselves in the unconditional cash transfer category. They are still able to sell their produce to the cash transfer groups.

Outcome 4: Increased capacity of community led structures and (i) NGO to advocate for older people and marginalized groups in humanitarian/development programmes

Some of the activities that had been undertaken included training of CSOs, NGOs and government officials on issues about the older persons. It also involved establishing OCMGs/OPAs and setting up project complaints and feedback mechanisms. The role of older persons in transition is very important. From our survey data, older persons are in a majority of the households. In most instances, they were considered a burden and as such played very little role in decision-making. Discussions with older persons who received the unconditional cash transfer showed that this perception had changed. Since they were now able to contribute to the household basket, they became important members of the household. The only fear among them is whether this would be sustained.

Discussions with government officials and some of the NGOs did provide an indication that this outcome was fully achieved. It was very clear from the Area Chief that trainings were undertaken and the older persons' issues are now well captured. From the survey, it is also evident that not many respondents were aware of any complaint mechanisms. The few that were aware and raised some complaints, it seems in most of the instances, were never satisfied with the responses they got.

Outcome 5: Women Empowerment

This outcome was never anticipated at the start of the project; however, it came out as one of the most important and most visible outcome among the project beneficiaries. The integrated REFLECT project had some of the amazing and most sustainable outcomes. The women who participated in the project were more empowered through the training on literacy and numeracy. Setting up of Income Generating Activities after training and the VSLA after IGAs are established was a great model of "building from the foundation". A discussion with some of the beneficiaries revealed that they were now able to contribute to paying school fees for their children given that they were receiving income from their

IGAs. Women afraid of even owning mobile phones before were now in a position to own phones since they were now able to use them.

5.0.MOST SIGNIFICANT CHANGE STORIES

In this section, we discuss some of the most significant change (MSC) stories. The stories provide a snapshot of how the project's interventions influenced various actors directly or indirectly. They also contribute to specific observed changes. Detailed outcome descriptions (what was the issue, who was involved, what was project's specific contribution, why is the change significant?) are also presented, providing basis for further analysis to answer the harvesting questions set out.

MSC 1: Memorandum of Understanding between HelpAge and GOAL

In many instances, most NGOs would prefer to mobilize resources and implement projects on their own. They consider each other as competitors and unless an initiative such as a consultative forum is put in place, most of them would go it alone and easily take credit. Sometimes the NGOs could end up working at cross-purposes. In a humanitarian environment such as South Sudan, some NGOs would prefer short-term interventions to long-term sustainability. This would result into conflicts. Until the HelpAge and GOAL MoU, there seemed not have been such relationships which are juxtaposed on competencies.

In 2015, HelpAge and GOAL agreed to work together in the project of supporting the transition from humanitarian crisis through recovery to sustainable economic development. HelpAge in collaboration with GOAL successfully sought and secured the first-ever MOU in Warrap State.

The project has been instrumental in contributing towards creating the desired change. Both HelpAge and GOAL invested a lot of time and resources in training the groups they worked with. Even though the climate situation may have made it impossible for one to quickly identify change, discussions with REFLECT groups, vegetable groups and the older persons would tell a different story. These have left the organizations with a huge reputation even though more have to be done in future collaborations to make it even better.

It was evident that if both NGOs were to go it alone, more resources were required. This would have gone into staff and other logistics. Given the differences in competencies, it means each one of them would have required new staff. This would have led to duplication of efforts. Unfortunately, this strategy may not have guaranteed any different results.

According to the NGOs contacted during the harvest, it was clear that while GOAL and HelpAge were focused on long-term interventions, some of these NGOs were more focused on short-term interventions. This had brought conflict among the stakeholders. This change is important as it creates conducive environment for continued partnership and focused delivery of results. It also helps in saving resources.

MSC 2: Enhanced food Security among older persons

Before the project, the older persons' were considered a burden to the community. This is because they could not help with fieldwork. Older persons suffered from hunger because available coping strategies such as eating wild fruits and leaves were not an option for them due to poor teeth. This led to poor health.

What Changed and how?

HelpAge is the only organization in the area that gives older persons and vulnerable individuals unconditional cash transfer. Beneficiaries are identified in a participatory manner with the support from the community leaders and members. Since older persons were able to receive these vouchers, they were able to source for foodstuff from the market. This really helped in alleviating the food insecurity that existed.

HelpAge contributed to this outcome through training and the cash transfer. This has greatly enhanced food security and in the process led to a vibrant local economy.

When asked to provide evidence of change, two scenarios were presented. In the first scenario, the area chief was able to call a representative of one of the OPAs who confirmed that indeed they were more food secure. It was also clear that the area was going through a lean time due to drought, yet the market centre was abuzz with activities. The other scenario in a different location was the presence of older persons who came along with their shopping basket in anticipation of distribution of cash vouchers.

The outcome is significant because older persons are now better placed to actively participate in the community. Their nutrition standards have equally improved over time.

MSC 3: Women Empowerment

For a long time, women and vulnerable persons have been marginalized in the societies. Women are more exposed to different forms of abuse as well as denied access to education. The contribution of women to household income was also considered insignificant even when women were occupied with non-monetary household chores.

The REFLECT component of this project changed a lot for this group of women. Women were provided with literacy and numeracy skills. This was followed by formation of IGA groups and training.

The training enhanced the capacity of these women to participate in household decision-making. They were able to contribute to medical, food and school fee expenses.

The survey was able to harvest two change stories. In one instance, a woman was abandoned by the husband, this woman joined the project and through this project, she was able to provide food for her five children and sell the excess produce in the market. In another case, a lady who benefited from REFLECT invited another friend so that they could go through the programme, they helped each other with the assignments of the project and finally did a business proposal. Currently the two ladies are business partners.

This outcome is particularly significant as increasing literacy and numeracy skills and has empowered women to participate effectively in the society.

MSC 4: REFLECT capacity-building and IGA: ‘Establishment of a tea restaurant in Mayen Abun’

I used to depend wholly on my husband’s support before this project started. He provided almost everything for my family. He was the one buying us food in the house. But in 2017, I was recruited into the REFLECT groups which were being established in Mayen Abun. We were taught how to read and write because, as you well know, most people in South Sudan have not had the chance to go to school because the war destroyed almost everything and people did not have the opportunity to attend school. So REFLECT taught us how to read and write. We were also taught how to establish and run a business. After the training ended we were given some money to establish a business of our choice.

I have benefited from the group because I can now pay school fees for my children and even support my husband in buying food in the house. I also set up this tea restaurant and I have been operating it since 2017. In the last two months I have made an average of 35,000 South Sudanese pounds in profit. But customers have reduced in recent weeks because of the poor market situation. I also supported my husband in the last planting season to buy farm inputs worth 4,500 South Sudanese Pounds.

I value my participation in this project so much because now I can do bookkeeping for my tea business. The project broadened my knowledge and skills on communication using mobile phones. I now can also give advice to other women who are interested in joining the REFLECT groups but have not had the chance to. In my opinion this project has contributed to uplifting the lives of the women who participated. I know that in our group of 30 people, 26 have established businesses like selling vegetables, coffee, groundnuts, etc

Some group members have also gone on to complete their South Sudanese Primary Certificate Examination and some have even joined secondary school!

I think that the project should consider helping those who started businesses but have not been able to successfully make any money out of it so that they are able to make money to help their families just like I do. The money we are given after graduation should also be increased because inflation has made goods and services very expensive.

6.0.CONCLUSIONS, LESSONS LEARNT, AND RECOMMENDATIONS

6.1. CONCLUSION

In 2016, HelpAge rolled out a livelihoods and food security project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) in Agok and Twic Counties of Warrap state, South Sudan. The project aimed at *contributing* to the reduction of hunger and building long-term disaster resilience of current highly vulnerable people in Warrap State. This has been through the promotion of innovative and sustainable food production systems and diversification of livelihood opportunities that would eventually result in the reduction of hunger and malnutrition rates among the most vulnerable population in the targeted areas.

Effectiveness of the project

It must be appreciated that given the magnitude of development challenges facing the people of South Sudan, change will be a process. It is only plausible to consider the short-term contribution of the project toward the objectives set out at national level. The engagement of the evaluators with change agents and substantiators led to the conclusion that the impact of the project could only be localized. In providing training, seeds and farm implements, the project has been able to contribute towards enhanced food security in the short term. This is despite the climate related challenges. A number of NGOs working in the area provide food for work and general food distribution. It is however important that communities are aware and appreciate the role played by the training component of the project. In giving out the unconditional cash transfer especially to the vulnerable households, the project was able to mitigate against the suffering that older persons and vulnerable groups were going through. This is not a sustainable approach, but a very important means of alleviating human suffering in emergencies. The REFLECT component of the project was effective in addressing the objective of enhanced food security. It is sustainable and likely to facilitate the beneficiaries' transition to sustainability.

Efficiency in implementation

The project of supporting the transition from humanitarian crisis through recovery to sustainable economic development was generally efficient and made use of existing systems to spearhead intervention using minimum resources. The partnership between GOAL and HelpAge allowed for more resources to reach the final beneficiaries than would have been the case had a different approach been used. This also entrenched ownership of the projects and minimized duplication of work by various actors. Strengthening the linkages and improved working relationship with other agencies enabled leveraging of resources to the benefit of the communities.

However, the assessment notes that future partnership may work better if all partners get involved throughout the project even if it means having a single key staff in the project area. HelpAge did not have a permanent presence in both Agok and Twic. This may have affected monitoring.

Sustainability of project outcomes

As mentioned already, this project will be sustainable on the basis of the numerous training given to the beneficiaries. The strengthened networks and capacity building will be key to sustainability. However, given the harsh climatic conditions that continue to prevail in South Sudan, the community will still need more support to achieve long term sustainability. Sustainability will also be reinforced by future targeted training and introduction of drought resistant varieties of seeds, and some level of small scale irrigation.

6.2. KEY SUCCESS FACTORS AND LESSONS LEARNT

- **Starting with needs assessment/baseline survey:** To effectively implement the project, baseline and market survey were key contributors to the success of the project. The needs assessment at the beginning of the project helped identify right approach to intervention is considered a good practice.
- **Facilitating rather than intervening directly:** BMZ's and HelpAge's approach of facilitating GOAL, augmenting their credibility and legitimacy rather than intervene directly as most programmes do was helpful. It allowed HelpAge to concentrate in areas of competencies
- **Flexibility and well-synchronized initiatives:** The project adopted a flexible design, enabling the critical review, prioritize and engage with various critical processes. Two component of the project were dropped when it became apparent that it was not feasible to move ahead with them.
- **Engaging local communities and Chiefs:** The project enjoyed cordial working relationship with local leadership because they were involved in identifying the genuine beneficiaries. This helped in ruling out biasness and ensuring that support got to those who needed it most.
- **Political support from leadership:** The project greatly benefited from a supportive leadership. Given the volatility of the project area, it is only out of that good working relationship that the project was able to achieve much.

6.3. RECOMMENDATIONS

- Consistent, transparent, reliable and clearly documented M&E processes from project inception to the final evaluation will enhance understanding of a project's impact. For future programming, establishing a treatment group and control group would enable a more rigorous evaluation approach to be adopted.
- There is need to review the process of establishing the complaint handling mechanisms. Clearly not many beneficiaries had an understanding of its working. Lack of a feedback mechanism may have affected the pace of delivery or a lag in interventions.

- Climate variability in the area has exposed households to more suffering, it would be appropriate that some resources are retained to enable groups procure seeds and tools.
- A component of small irrigation schemes could be introduced in future programs to mitigate against the rain-fed agriculture.
- The training component of the project seems to have gained currency within the communities. This is an area that could be capitalized on for sustainability.
- Sustained partnership with government agencies and local administration would be one way to ensure that projects of this nature are sustained and scaled-up.
- In future programming, HelpAge may consider having a permanent staff in the project area. This preferably could be an M&E officer or a social scientist.

APPENDICES

Appendix 1- Terms of Reference

1. Background and Rationale

HelpAge International (www.helpage.org) is the secretariat to the HelpAge Global Network, which brings together a wide range of organisations and individuals working together to ensure that older people lead dignified, active, healthy and secure lives. HelpAge International's secretariat is based in London, UK but works in 41 countries across the world. HelpAge has more than 30 years of experience working with and for older people. The organization has been designated the global focal point on ageing by the Inter-Agency Standing Committee and UN OCHA.

HelpAge South Sudan actively participates and advocates in the protection, nutrition and food security and livelihoods clusters for better support to older people, their families, women, disabled people and other vulnerable groups. The country office has technical staff in emergency programming, nutrition, social protection, financial, administration and security management and is currently rolling out a livelihoods and food security project in other areas of Warrap state, also funded by BMZ. Twic and Agok are highly food insecure. As per GOAL 2015 livelihood survey indicated, there is very low production of staple food that averages at 3.6 tons. Communities are either receiving food aid or purchase products being delivered from far flung counties of the equatorial region via Wau. This has its implication on prices as shortages and transport costs take toll on the pricing of the commodities. As a result there are high levels of malnutrition in Twic and Agok with Global Acute Malnutrition (GAM) estimated by GOAL 2015 MICS 19.6% in Agok and 25.6% in Twic. Low institutional capacities means that little is done from the local authorities to ensure food security in these areas. There is an acute shortage of extension workers in the areas and therefore, good agronomic practices are rarely encouraged. Illiteracy in South Sudan is at a high of 73% which compounds livelihood vulnerabilities. Given that Northern Warrap is one of the poorest states, and that there are no adult literacy institutions in the country many people end up being illiterate for life. Older people are highly vulnerable as they are marginalised in humanitarian responses and their productive capacities are not recognised.

The activities that were proposed for this project were interrelated and complement each other in order to achieve greater impact. In order to achieve the specific objective 1 of enhancing food security and nutrition, Cash vouchers and NIPP circles were created in order to reduce malnourishment in children under 5 and older person. Moreover, this ought to be interconnected with specific objective 3 which was to increase food production since vulnerable beneficiaries would not access food from the markets if food production was not supported. Markets, particularly those that are outlying were to be given a boost to their trading capacity with a business expansion grant and business under the

cash voucher component to support easy access to markets for vulnerable groups including older people. The Nutrition impact and positive practices beneficiaries were to be enrolled as beneficiaries in the vegetable crop groups to increase food availability and diversification. All activities were underpinned with the establishment of a complaints/feedback response mechanism, the creation of community led structures to maximise value of activities achieving the objective of increased capacity of stakeholders to own and sustain project activities.

The project is being implemented in conjunction with GOAL who have a well-established office and experienced staff in the areas of food security and livelihoods, nutrition, WASH, Finance, Logistics and procurement in both Juba and the two counties. It also has strong relationship with the ministry of agriculture and forestry in Warrap through the establishment of a community led steering committee. The two agencies (HelpAge and GOAL) have a proven history of successfully managing large projects in South Sudan.

The Project, which is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) aimed at contributing to the reduction of hunger and building long-term disaster resilience of current highly vulnerable people in Warrap State has been working through the promotion of innovative and sustainable food production systems and diversification of livelihood opportunities that will eventually result in the reduction of hunger and malnutrition rates among the most vulnerable population in the targeted areas. This will be achieved through three interrelated components namely (1) cash voucher transfers to vulnerable households to address immediate hunger needs and provide a market for traders (demand), (2) support to traders to strengthen markets in the villages (access of supply) and (3) supporting households to increase farm and household income (increase supply – farm production and demand – increased income).

The preliminary work for the program, including needs assessment and project design, were done in 2015. Substantial project implementation begun in March 2016 and will be ending in March 2019. The specific project objectives were;

1. Enhanced food security and improved nutrition status of Twic and Agok communities.
2. Improved market regeneration & diversification of livelihoods through supporting traders and creating small business and income generations means.
3. Increased agricultural production through provision of agricultural and fishing inputs and trainings
4. Increased capacity of community led structures and (I) NGOs to advocate for/include the needs of older people and other identified marginalised groups in humanitarian/development projects

The project directly targeted 3,660 households including those headed by older persons (aged 55 and above) and women in Twic and Agok Counties of Warrap State, South Sudan. The selection criteria will include highly vulnerable older persons and women headed households with high number of dependents, women at risk, persons living with disability (PwDs) and other persons with specific needs. Out of the 3,660 households targeted (51% women), 1,000 will be reserved for extremely vulnerable older people headed households whereas the remaining figure will comprise of other vulnerable groups with approximately 51% of the target groups being female headed households. 31,476 will form indirect beneficiaries to the project based on a household average size of 8.6 people (as per Goal's demographic findings from its **Multi-Indicator Cluster Assessments**), with 15,351 constituting women beneficiaries. Government representatives, local and international NGOs and Community-led structures such as 6 Older Citizen Monitoring Groups (OCMGs), 28 Reflect groups, 28 VSLA groups, 420 Nutrition Impact and Positive Practice (NIPP) beneficiaries, 30 Stable Crop Groups (CGs) and 300 Fishery groups will be direct facilitators for the project.

2. Purpose, Objectives and Use

The purpose of this evaluation is to provide the decision-makers from HelpAge, GOAL, BMZ, partners and the government of South Sudan (users) with an overall independent assessment (purpose) about *the performance* and *impact* of the project, clarify key lessons and practical recommendations for follow-up actions. The results of this evaluation will inform future project design (use). This independent evaluation adds to the existing *Results Oriented Monitoring assessments* conducted in 2016, 2017 and 2018.

The following evaluation questions will be sought to be answered;

- i.** How did *the project* (agency) make a difference to the target beneficiaries (*social*) and locations (natural)? (*social system, structure*)
 - a. How did the communities that received the project benefit compared with those that did not?
 - b. How did the target beneficiaries benefit from the project?
- ii.** How was the course of action the project was following the best way to do things?
 - a. How cost-effective was the project?
 - b. What elements of the project were most important in creating the desired outcomes?

3. Scope of Work

The evaluation will be restricted to the project implementation areas only and also beneficiary households including those headed by older persons (aged 55 and above) and women based in **Twic** and **Agok** Counties of Warrap State, South Sudan.

This evaluation is expected to consider project activities, outputs and outcomes that were achieved or took place from March 2016 through to March 2019 to ensure capture of the most current data and project updates. The evaluation considers **project activities, outputs and outcomes** in the two project counties in Warrap state. The evaluation acknowledges final narrative reporting and financial reporting will not be completed until end of March 2019 and therefore a few small project outputs will be excluded from the evaluation as they fall outside of the defined evaluation timeframe.

4. Approach and Methodology

HelpAge will contract an independent consultant to conduct this end-of-project evaluation. The evaluation will consist of an evaluation of the project as implemented based on the logical framework analysis (LFA) and the theory of change. This is informed mostly by qualitative methods and data. These methods will consist of extensive desktop research, key informant interviews and onsite field observations of demonstration measures. The main documents to be reviewed include but not limited to:

- Project design documents, technical detailed design documents and logframes;
- Technical reports, policy documents and strategic plans;
- Field trip reports;
- Narrative and financial reports; and
- Photographic evidence.

It is expected that quantitative data will be where it exists and possibly from surveys with beneficiaries. The research, interviews and field trips will be undertaken during March 2019.

5. Outputs and Deliverables

Reporting on the research questions will be guided by the DAC criteria based on the following;

DAC Criteria	Potential Questions to answer
Relevance	<ul style="list-style-type: none"> ○ To what extent are the objectives of the project still valid? ○ Are the activities and outputs of the project consistent with the overall goal and the attainment of project objectives? ○ Are the activities and outputs of the project consistent with the intended impacts and effects?
Effectiveness	<ul style="list-style-type: none"> ○ To what extent were the objectives achieved to be achieved?

- What were the major factors influencing the achievement or non-achievement of the objectives?
- Efficiency and value for money
 - Were activities achieved in a cost-efficient?
 - Were objectives achieved on time?
 - Was the project implemented in the most efficient way compared to possible alternatives?
- Accountability and learning
 - To what extent was information being provided to stakeholders about the project and opportunities for them to feedback (including the right to complain) appropriate?
 - How well was the project using an M&E plan to guide implementation and report on progress, and prepare for the final evaluation?
 - To what extent did monitoring and evaluation systems include and act on direct feedback from beneficiaries? How well were key risks being identified and managed?
- Sustainability
 - To what extent are the benefits of the project likely to continue after donor funding ceased?
 - What are the major factors which influenced the achievement or non-achievement of sustainability of the project or project?
- Impact
 - What has happened as a result of the project in the targeted communities?
 - What real difference has the activities made to the beneficiaries?
 - How many people have been affected?

6. Expert Profile of the Evaluation Team

- Relevant academic background (master's degree preferred).
- Demonstrated experience and expertise in the design and undertaking of project evaluations using participatory M&E methodologies.
- Knowledge and expertise of the food security and livelihood sector in developing countries.
- Excellent analytical, interpersonal and communication skills.
- Fluent in English.
- Willingness and ability to work in the relatively remote and rural locations in South Sudan with access to only basic amenities.
- Understanding of the context and impacts of the current South Sudan conflict.
- Understanding of the realities of data collection in remote and resource poor settings.

Desirable:

- Understanding of age and disability issues.

7. Tentative Timetable

Due to timings of Final Project report to the donor, final evaluation report must be ready by 10/04/2019 (including first draft submission to HelpAge by 31/03/2019 and feedback incorporated into a final draft by 10/04/2019).

In terms of allocation and number of days, HelpAge would expect proposals to specify the number and schedule of evaluation days (to include preparation time, in-country evaluation schedule, first draft report writing and final draft report submission).

8. Management of the Evaluation

8.1 Budget

The consultant will share an output based financial proposal for the proposed evaluation. This includes consultancy fee, flights, visas, communication, accommodation and daily subsistence allowance.

The consultant will be responsible for arranging their own visas and flights. In-country accommodation can be arranged by HelpAge/GOAL, with payment in cash by the consultant upon departure. It is expected that the consultant will have their own medical and travel insurance. In-country travel (airport transfer, travel within/between Juba and Warrap State and logistics (arrangements for meetings with stakeholders) will be provided by HelpAge/GOAL upon consultant's request/according to the proposed evaluation schedule.

It is the responsibility of the consultant to mention any logistical roles that they wish HelpAge to take care of.

8.2 Supervision

The evaluation team will work closely with the supervision of HelpAge International Program Manager based in Juba and will work in close cooperation with GOAL's Head of Mission.

8.3 Confidentiality

All the outputs e.g. reports, documents, information etc. produced by this evaluation will be treated as HelpAge's and its partner's property and consequently confidential. So, the above-mentioned outputs or any part of it cannot be sold, used or reproduced in any manner by the assigned evaluator without prior permission from HelpAge International, South Sudan.

Appendix 2 – Change Agents Interview Guide

Outcome Harvesting: - supporting the transition from humanitarian crisis through recovery to sustainable economic development in Warrap state, South Sudan

CHANGE AGENT’S INTERVIEW GUIDE

Respondent’s name	
Organisation	
Respondent’s Telephone Number	
Respondent’s E-Mail address	
Date and Venue of Interview	
Interviewer’s Name	

HelpAge/Goal has commissioned us to conduct an Outcome Harvesting for its project which aims **to support the transition from humanitarian crisis through recovery to sustainable economic development in Warrap state, South Sudan**

For this reason, we are interested in obtaining information from Change Agents and Social Actors, who are willing to share their views with us in an open and honest manner.

There are no ‘right’ or ‘wrong’ answers. I would like you to share your experiences, views, knowledge and opinions with us. The information will be used a) to assess the project’s achievement of anticipated outcomes; b) any unanticipated outcomes and c) to enable the formulation of evidence-based recommendations and guidelines for future projects of a similar nature.

Please know that everything you say will be treated confidentially. Although you will not be named in the report, given the small size of the team it may be possible to link your views about the project to you.

Do you have any questions regarding this interview and the purposes thereof?

The interview will take approximately 1 hour. Are you willing to proceed?

Specific Comments (Description of interviewer’s observations, insights, reflections)



Questions for Change Agents and Social Actors (e.g. State/County Government Departments, other NGOs, bilateral organisations)

On Knowledge and Reputation of the HelpAge/GOAL Project

- What do you know about the HelpAge/Goal Project? What interaction have you had with them?
- How would you describe the reputation of the HelpAge/Goal? (i.e. are they considered to be independent, influential, provide quality interventions or support in the areas they work in?)

On HelpAge/Goal interventions

- Have you benefitted from HelpAge/Goal interventions?
 - If you have, did you find them to be of a high quality and beneficial? What is your personal opinion of the interventions by HelpAge/Goal that you were a beneficiary? How did you hear about the support being provided by HelpAge?
 - What other benefit did you get out of support from HelpAge/Goal?
 - What did we do well and what should we continue doing?
 - What did we do “okay” or badly and what can we improve?
 - What strategies or practices should be added?
 - What strategies or practices do we need to give up (those that have produced no results, or require too much effort or too many resources to produce results)?

On the Most Significant Change Stories

For each of the Outcomes:

- What was the situation before the project?
- How did the change happen? Who did what, when and how?
- What evidence is there to show us this change happened?
- How significant is this change?

Appendix 3 – Substantiators’ Interview Guide

Outcome Harvesting: - supporting the transition from humanitarian crisis through recovery to sustainable economic development in Warrap state, South Sudan

SUBSTANTIATOR’S INTERVIEW GUIDE

Respondent’s name	
Organisation	
Respondent’s Telephone Number	
Respondent’s E-Mail address	
Date and Venue of Interview	
Interviewer’s Name	

HelpAge/Goal has commissioned us to conduct an Outcome Harvesting for its project which aims **to support the transition from humanitarian crisis through recovery to sustainable economic development in Warrap state, South Sudan**

For this reason, we are interested in obtaining information from Substantiators, who are willing to share their views with us in an open and honest manner. These are independent people like you who are not directly involved in the project implementation, but have knowledge of the project and can verify information about the project.

There are no ‘right’ or ‘wrong’ answers. I would like you to share your experiences, views, knowledge and opinions with us. The information will be used a) to assess the project’s achievement of anticipated outcomes; b) any unanticipated outcomes and c) to enable the formulation of evidence-based recommendations and guidelines for future projects of a similar nature.

Please know that everything you say will be treated confidentially. Although you will not be named in the report, given the small size of the team it may be possible to link your views about the project to you. Should you wish to be named in the Report, please do let us know.

Do you have any questions regarding this interview and the purposes thereof? The interview will take approximately 1 hour. Are you willing to proceed?

Specific Comments (Description of interviewer's observations, insights, reflections)

Questions for Substantiators (e.g. Government Departments, other NGOs, Bilateral Organisations). Outcome Harvest confirmation: (for people who may know about the outcome but not necessarily be linked to the HelpAge/Goal)

We have heard about **HelpAge/Goal** as having been a significant development agency in Warrap State. The following are some of the Outcomes that we have harvested:

OUTCOME 1 (Describe the outcomes)

OUTCOME 2

OUTCOME 3

OUTCOME 4

1. *Could you please confirm these?*

2. To what degree you are in agreement with the description of the above statement. Fully agree / partially agree / disagree

Can you explain why you say that?

3. How much do you agree or disagree with the extent that the HelpAge/Goal contributed to the achievement of this outcome. Fully agree / partially agree / disagree

Can you explain why you say that?

Appendix 4 – MSC Stories Guiding Questions (for Each Outcome)

Looking back over the last 3 years, what do you think was the Most Significant Change in terms of livelihood situation (level of hunger or welfare situation) among the people of Agok and Twic?

- What happened? What was the Change? How did it come about? Can you describe the situation before and the situation after? Highlight the key steps and give dates (where possible)
- Who did it (or contributed to it)? Who else was involved in the process?
- How do we know this? Is there corroborating evidence? Can you attach any documentary evidence?
- Why is this change important?
- What do we do with what we found out?

Appendix 5 – Affiliate CSOs Guiding Questions

For each Respondent:

Respondent's name	
Organisation	
Respondent's Telephone Number	
Respondent's E-Mail address	
Date and Venue of Interview	
Interviewer's Name	

1. Do you have knowledge of the Local Civil Society Organizations' work in Agok/Twic?
2. What is the reputation of their work in Agok/Twic?
3. Have you collaborated with them in some of the activities they undertake? What is your opinion of the activities
4. What evidence can you give of your opinion regarding the work of Local Civil Society Organizations?

Appendix 6: List of Consulted Stakeholders

AGOK			
S/N o	NAME	ORGANIZATION	TYPE OF STAKEHOLDER
1	Wani Gabriel	Program Manager/Country Coordinator/ HelpAge International, South Sudan	Change Agent
2	Liz Devine	Programmes Coordinator-GOAL – South Sudan	Change Agent
3	Ahmed Mesoud	Area Coordinator-AGOK Field Office-GOAL South Sudan	Change Agent
4	Chon Arithuk	Minister of Agriculture and Forestry	Substantiators
5	Francis Aywer	Director General-Ministry of Agriculture and Forestry	Substantiators
6	Mr. Ayuel	Director General-Health and Social Welfare Ministry	Substantiators
7	Abraham Kulanag	Operation and Field Manager-Save the Children	Change Agent
8	Mony Lwak Lal	Group Leader/Vegetable Group	Social Actor
9	Dut Chol Mithiang	Group Leader/REFLECT	Social Actor
10	Aywen Mangok Aketch	Chairperson/Vegetable Group	Social Actor
11	Ajak Deng	Area Chief	Substantiators
12	Abach Ding	Vegetable Group Leader	Social Actor
13	Ring Chul Piyin	OPA	Social Actor
14	Chol Deng Kur	OPA	Social Actor
15	Manut Chol	REFLECT/VSLA	Social Actor
16	Markop Piot	Vegetable Group Leader	Social Actor
17	Madeng Deng Chol	Staple Crop Group Leader	Social Actor
18	Akot Aru	Staple Crop Group Leader	Social Actor
19	Luka Maluk Ding	Area Chief	Substantiators
20	Dup Adol	Older person(80-90yrs-Blind)-Cash Transfer Beneficiary	Social Actor
21	James Mayien Deng	Area Chief	Substantiators
22	Ajok Thon Aywen	Staple Crop Crop Leader	Social Actor
23	Nyaam Amal Chol	Vegetable Group	Social Actor

TWIC			
S/N o	NAME	ORGANIZATION	TYPE OF STAKEHOLDER
1	Morwel Ashwil	OPA/vegetable group member	Change Agent
2	Achel Agoth	OPA/vegetable group member	Change Agent
3	Angwar Kur	OPA/vegetable group member	Change Agent
4	Nyamam Yar	OPA/vegetable group member	Substantiators
5	Lwer Manjang	OPA/vegetable group member	Substantiators
6	Achok Nda	OPA/vegetable group member	Social actor

TWIC			
S/N o	NAME	ORGANIZATION	TYPE OF STAKEHOLDER
7	Narup Deng	OPA/vegetable group member	Social actor
8	Alek Dut	OPA/vegetable group member	Social Actor
9	Apiny Dut	OPA/vegetable group member	Social Actor
10	Agoth Ding	OPA/vegetable group member	Social Actor
11	Achel Adong Adhar	OPA/vegetable group member	Social actor
12	Agoth Ding	OPA/vegetable group member	Social Actor
13	Barech Adhar	OPA/vegetable group member	Social Actor
14	Awar Biar	OPA/vegetable group member	Social Actor
15	Alony Lwer	REFLECT/VSLA	Social Actor
16	Camillo Malok Agwar	Project officer, REFLECT	Change agent
17	Mayan Agwek Jok	Vegetable/staple crop group	Social Actor
18	Mok Aywel Chier	Vegetable/staple crop group	Social Actor
19	Awach Deng	Vegetable/staple crop group	Social actor
20	Catherine Alei	GOAL REFLECT project assistant	Change agent
21	Yai Mayen	RRC	Substantiators
22	Madhiang Agok	OPA	Social Actor
23	Majok Deng	OPA	Social Actor
24	Kwot Jul	OPA	Social Actor
25	Koch Kony	OPA	Social Actor
26	Achol Malit	OPA	Social Actor
27	Abuk Kur	OPA	Social Actor
28	Akon Malwal	OPA	Social Actor
29	Ayol Deng	OPA	Social Actor
30	Adut Achwal	OPA	Social Actor
31	Nyanut Morwel	OPA	Social Actor
32	Kwot Gunariel	OPA	Social Actor
33	Koch Malong	OPA	Social Actor
34	Edward Nyadru	FSL Coordinator, HelpAge	Change agent
35	Ambrose Nyuol	Project Officer	Change agent

Annex 10: Number of direct and indirect beneficiaries

Beneficiaries	Beneficiary Type	Number of Villages	TOTAL (M-male/F-female)
Direct Beneficiaries	Staple crop farmers	16 (Twic 8, Agok 8)	600 M
	Vegetable farmers	16 (Twic 8, Agok 8)	420 F
	Fishers	10 (Twic 5, Agok 5)	200 M
	Beneficiaries of cash vouchers	10 (Twic 5, Agok 5)	750 F
	Traders	10 (Twic 5, Agok 5)	20M
	Home gardens	10 (Twic 5, Agok 5)	230 (F)
	REFLECT	16 (Twic 8, Agok 8)	720 F
	Children/Infants		
	Village Savings and Loans Associations (VSLA)	16 (Twic 8, Agok 8)	720F (same beneficiaries as REFLECT)
	TOTAL		
Indirect Beneficiaries			
	Staple crop famers	16 (Twic 8, Agok 8)	5,160 (2528 M, 2632 F)
	Vegetable farmers	16 (Twic 8, Agok 8)	3,612 (1770 M, 1842 F)
	Fishers	10 (Twic 5, Agok 5)	1,720 (843 M, 877 F)
	Beneficiaries of cash vouchers	10 (Twic 5, Agok 5)	6,450 (3,290F 3,160M)
	Traders	10 (Twic 5, Agok 5)	172 M
	Home gardens	10 (Twic 5, Agok 5)	1,978 F
	REFLECT	16 (Twic 8, Agok 8)	6,192 (3034 M, 3158 F)
	Village savings and Loans Associations (VSLA)	16 (Twic 8, Agok 8)	6,192 (3034 M, 3158 F)
	TOTAL		