Strengthening Inclusive Partnerships for Smallholders in Rain-fed Areas (SIPRA)

Project Inception Report



Table of Content

Contents

1. **List of Acronyms** **3**
2. **Project Overview** **4**
3. **Introduction** **5**
4. **Current situation** **7**
5. **Overview Inception Phase Activities** **8**
6. **Inception Phase Deliverables** **11**

1. List of Acronyms

A4S	Aqua 4 Sudan
ARC	Addressing Root Causes
CPC	Crop Protection Committee
CSO	Civil Society Organisation
CSA	Climate Smart Agriculture
DRR	Disaster Risk Reduction
FoRSA	Food System Resilience Assessment
HAC	Humanitarian Aid Commission
MoA	Ministry of Agriculture
MOPER	Ministry of Production and Economic Resources
NRM	Natural Resource Management
PRC	Peace and Reconciliation Committee
PEA	Political Economy Analysis
SC	Steering Committee
SME	Small – Medium Enterprises
SPA	Smallholder Producer Associations
SOS	SOS Sahel
ToC	Theory of Change
TSC	Technical Support Committee
WR	World Relief
WUR	Wageningen University
WCDI	Wageningen Centre for Development Innovation

2. Project Overview

Project Number	XM-DAC-7PPR-4000006449
Project Title	**S**trengthening **I**nclusive **P**artnerships for Smallholders in **R**ainfed **A**reas (**SIPRA**) Project
Project Start & End Dates	48 months (1 September 2022- 31 August 2026)
Project Overall Objective	By 2026, there is improved household food and nutrition security. & Sustainable, resilient, and fair economic development of smallholders and SMEs in the rainfed agriculture areas in Darfur and Kordofan.
Specific Objectives	• Increased and sustainable income, improved nutrition, and more resilient livelihoods for smallholder farmers & MSMEs. • An inclusive market driven approach for economic partnerships, job creation, supply contracts and value chain development adopted by MSMEs & agri businesses. • More conducive environment to benefit from economic partnerships. • Capacity development and learning mechanisms
Lead Agency	ZOA
Consortium Partners	• World Relief (WR). • SOS Sahel – Sudan (SOS). • Euroconsult Mott Macdonald. • Wageningen Centre For Development Innovation (WCDI)
Local Partners	•
Target Groups/Affected Population	• 4 States. • 12 localities. • 120 villages / clusters. • 24,000 smallholder farmers. • 480 Small Producer Associations. • 36 Networks. • 120 Farmer Field Schools. • 48 Agri businesses / MSMEs. • 120 small grants & 12 big grants. • 2,800 employment opportunities for youth & women (including support to production groups). • 36 Peace & Reconciliation committees. • 20 waters harvesting infrastructure. • 4 digital market information system pilots. • 24 B2B platforms. • 16 learning events & 3 learning journeys. • 10 scholarships. • Assessments, studies & papers. • 4 Extension departments supported. • 70% of small-scale food producers (male, female & youth with) increased productivity & income.
Geographic Coverage	
Reporting Period	1 September 2022 to 31 May 2023

Organization	State	Localities
ZOA	South Darfur	Mershing, Belil & As Sunta
ZOA	East Darfur	Abu Karinka, Adila & Ad Du'ayn rural
World Relief	Central Darfur	Shamal, Gharb & Wasat Jabal Marra.
SOS Sahel	South Kordofan	Kadugli, Ar Reif Ash Shargi & Al Quoz.

3. Introduction

Sudan's economic decline began in earnest after losing oil revenues from the secession of South Sudan, which accounted for more than half of Sudan's government revenue and 95% of its exports. Since then, Sudan has been disproportionately impacted by the cumulative effects of hyperinflation, austerity measures, COVID-19 (direct and knock-on), with recent further derailment by the military coup of October 25, 2021, that has deepened the economic crisis and halted progress on the economic reforms designed to integrate Sudan into the global economy, after 30 years of isolation. Years of economic mismanagement and financial crisis, natural shocks, COVID-19 and shortages of power, medicines, and food have all contributed to a painful economic impact on vulnerable groups of the population. The impacts of climate change have brought natural disasters throughout such as historic flooding and locust threats in 2020. Declining agricultural productivity and the expansion of cultivated areas to compensate for this has led to the degradation of land and water resources in the rainfed zones.

The story of the rain-fed sector in Sudan is one of both underutilization and immense potential. Though approximately 84 million hectares are suitable for agriculture, only 23% (20 million hectares) is currently under cultivation. Sudan is, in short, untapped. Despite this, Sudan is the largest exporter of cash crops such as (crude) gum Arabic, accounting for over two-thirds of the global market. The production potential of the rainfed sector is immense, though systemic bottlenecks like limited production abilities and a challenging business and policy environment hamper the ability of value chain actors to engage in structured, sustainable, productive, and fair partnerships. The rain-fed farmer rarely sees the benefit from these high-potential value chains.

The highest prevalence of food insecurity is observed in Darfur, North and South Kordofan, and Blue Nile. Outside Darfur, West and South Kordofan had the highest prevalence of poor food consumption of 7%. The productivity levels of rain-fed smallholder farmers in the Darfur region and South Kordofan State are far below the potential. To date, the Darfur region and South Kordofan are experiencing poor socio-economic conditions, very high staple food prices, and the loss of productive assets. Both regions are classified in Phase 2 ('stressed') and 3 ('in crisis') or worse according to the food insecurity Integrated Phase Classification (IPC, 2021).

On March 3, 2022, ZOA and its partners, World Relief (WR), SOS Sahel, Euroconsult Mott MacDonald (EMM) and Wageningen Centre for Development Innovation (WCDI) submitted a grant application to the Embassy of the Kingdom of Netherlands (EKN), to develop strategies and implement activities to improve household food and nutrition security and sustainable economic development in rainfed agriculture areas in Darfur and Kordofan. On September 25, 2022, EKN awarded ZOA and its partners a grant of up to EUR 23 million to implement SIPRA from the period 1 September 2022 to 31 August 2026.

The Strengthening Inclusive Partnerships for Smallholders in Rain-fed Areas (SIPRA) narrative puts rain-fed farmers in Darfur and Kordofan at its heart. The SIPRA programme is supposed to bring about transformative change for smallholders. It will establish inclusive partnership modalities between organized producers with sustainable, climate-smart production and a motivated private sector with fair modalities for engaging with producers, focusing on empowered women and youth. Through strengthened agro-MSMEs sourced by large agri-businesses, investors and sellers' reach would sustainably be linked to smallholder producers. An enabling business and policy environment is supposed to continually be fostered through advocacy and engagement with key stakeholders and knowledge institutions on systemic barriers impacting actors in the value chain. Driving the programme is the food systems approach and market-driven strategies which will select nutrition-sensitive value chains that are in sustainably high demand, and linked to the state, national, and possibly export markets. The population of the targeted localities is 1.6 million, direct target group is 120,000 people (24,000 producer households). SIPRA assumes 15% of the population will benefit, which is close to 240,000 persons.

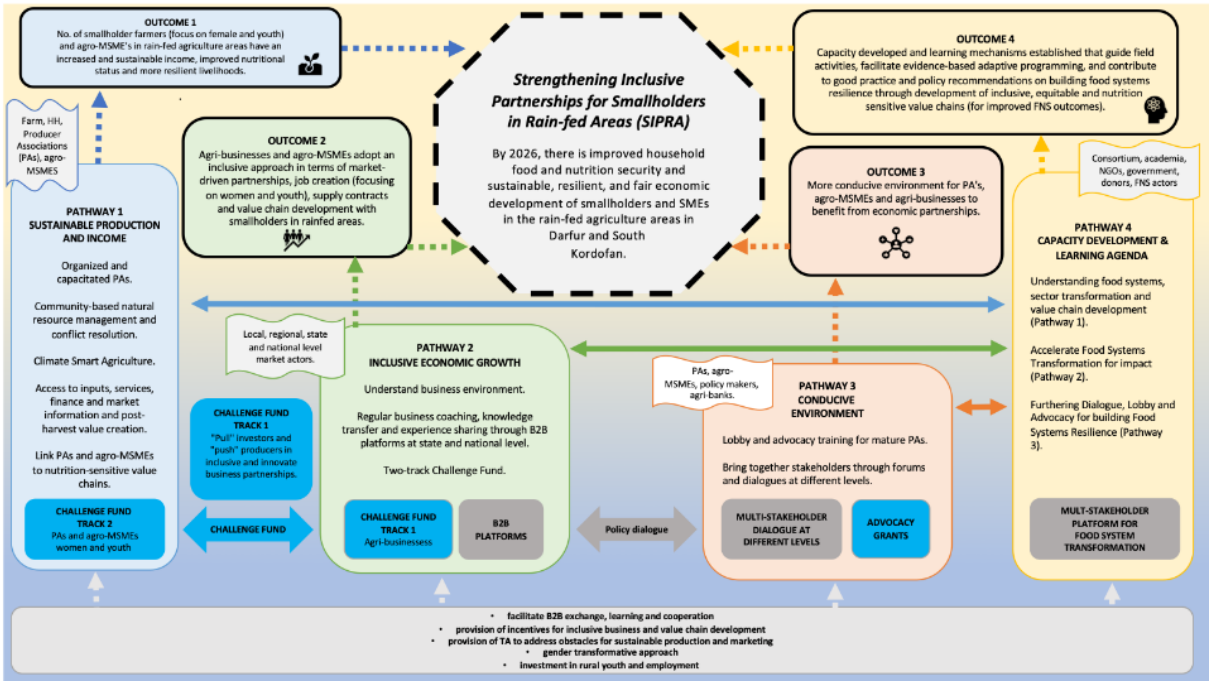


Figure 1: SIPRA Theory of Change

Objectives

The overall objective of SIPRA is "By 2026, there is improved household food and nutrition security; and sustainable, resilient, and fair economic development of smallholders and SMEs in the rainfed agriculture areas in Darfur and Kordofan". The specific objectives are.

- Increased and sustainable income, improved nutrition, and more resilient livelihoods for smallholder farmers & MSMEs.
- An inclusive market driven approach for economic partnerships, job creation, supply contracts and value chain development adopted by MSMEs & agri businesses.
- More conducive environment to benefit from economic partnerships.
- Capacity development and learning mechanisms.

SIPRA's adopts four broad and interrelated outcomes to achieve its overall objective.

***Outcome 1**: No. of smallholder farmers (focus on female and youth) and agro-MSME's in rainfed agriculture areas have an increased and sustainable income, improved nutritional status and more resilient livelihoods.*

***Outcome 2**: Agri businesses and agro-MSMEs adopt an inclusive approach in terms of market driven partnerships, job creation (focusing on women and youth), supply contracts and value chain development with smallholders in rain-fed areas.*

***Outcome 3**: More conducive environment for PA's, agro-MSMEs and agri-businesses to benefit from economic partnerships.*

***Outcome 4**: Capacity developed and learning mechanisms established that guide field activities, facilitate evidence-based adaptive programming, and contribute to good practice and policy recommendations on building food systems resilience through development of inclusive, equitable and nutrition sensitive value chains (for improved FNS outcomes).*

4. Current situation

On April 15, 2023, clashes erupted between the Sudanese Armed Forces (SAF) and the paramilitary, the Rapid Support Forces (RSF). The conflict has affected most of Sudan, with ongoing clashes in Khartoum, Darfur and Kordofan States which has resulted in the death of over 1000s and displaced over three million Sudanese within the country or fled to neighbouring countries.

The conflict is going to exacerbate an already poor socio-economic situation due to years of economic mismanagement and financial crisis, natural shocks, COVID-19 and shortages of power, medicines, and food which has contributed to a painful economic impact on vulnerable groups of the population and a high prevalence of food insecurity. The conflict is affecting in-country movement, and disruption of normal supply chains for both food and agricultural inputs which will further impact food and nutrition insecurity and economic collapse.

Effects of the current situation on the SIPRA project (activities)
Conflict and political instability were identified as major risks, with potentially high impact of disrupting the SIPRA project. The outbreak of the conflict has had a direct effect on the SIPRA project activities, and on the operations of the SIPRA consortium partners. The massive displacement, insecurity, loss of stocks and assets, limited supplies, and reduced accessibility to social, economic access such as liquidity, and other services is negatively impacting on the SIPRA project operations. In Darfur States, the impact is significant, although it varies from state to state and locality to locality. Small rainfed farmers are facing tough conditions as most of them do not have seeds or financial resources to buy them, pay for tractor service to plough their farms, address weeds, pest, and disease problems.

In responding to changing circumstances due the outbreak of the conflict, the SIPRA consortium partners applied for and received approval from EKN to support small producers in rainfed areas in Sudan to not miss this year's planting season in line with Outcome 1 (particularly Output 1.2) of the project—this is particularly urgent as missing the season will have dire impact on access to food. The objective is to contribute to improved household food and nutrition security, and resilience of smallholder farmers in SIPRA and selected non-SIPRA states by helping smallholder farmers secure the required inputs and services to cultivate their farms and remain productive. The planting season support is being implemented in East Darfur and South Kordofan, original SIPRA project states, and Gedaref and Blue Nile States, non-SIPRA states, building on previous projects and established networks in the development context in Sudan. The planting season support has adopted modified or in some cases completely different approaches and activities to that of SIPRA in response to the current crisis in Sudan and based on each State and locality context.

Scenario Planning and Adaptive Management in Response to the Sudan Conflict
The SIPRA consortium partners have reflected on SIPRA ToC vis-à-vis the conflict and discussed potential approaches for scenarios and adaptive management and required actions. The Consortium is of the view that for now, the ToC should not (yet) be revised, rather adopt a scenario planning approach to guide the adaptive management response. The SIPRA consortium partners have produced and monitoring three scenarios at state and locality levels based on a framework of key parameters (at project and consortium level) on how the conflict impacts context, project outputs and activities implementation. The consortium has adopted a system thinking approach with a dynamic framework adjustable to the risk of instability and defining appropriate actions accordingly.

Operational capacity of SIPRA consortium partners
International Staff of Consortium partners were evacuated from Khartoum and other offices to home/third countries or safe locations in Sudan. Expats are currently working from their respective locations.
Several national staff displaced within Sudan or neighbouring countries to escape the violence. Some national staff are in their homes in some active conflict zones. Several offices of the consortium partners across states have been vandalized and assets such as vehicles, laptops etc looted. ZOA offices in Khartoum and Nyala in South Darfur, WR office in Zalingei and SOS Offices in Khartoum and Addebiabat/Algoz in South Kordofan have been vandalized, looted, or occupied by one of the warring factions. Economically, the banking and communication systems were highly and negatively impacted

by the conflict making communication extremely difficult and access to liquidity a challenge with the collapse of the banking system.

The conflict negative impact on the operational capacity of the SIPRA consortium partners brought SIPRA activities to a standstill in April, and for a significant part of May 2023.

Consequently, the following deliverables of the Inception Phase are currently not (fully) completed:

- Deliverable 1 – FoSRA
- Deliverable 2 – Area based gender sensitive conflict analysis.
- Deliverable 5 – VfM assessment
- Deliverable 7 – Updated risk assessment

The consortium is deliberating on ways to undertake these deliverables, in such a way that they provide the needed information to guide the project.

5. Overview Inception Phase Activities

Partnership Agreements

ZOA, the lead agency signed consortium partnership agreements with SOS, WCDI and WR. The partnership agreement between ZOA and EMM is almost finalized—the delay was due to EMM internal processes and policies. ZOA signed partnership agreements with two (2) local partners namely, Al Massar Charity Organization for Nomads Development & Environmental Conservation and NAHA to support implementation in East and South Darfur States, respectively. WR signed partnership with a local partner, Hope and Friendship for Development (HFD) to support activity implementation in Central Darfur state.

Approval of Technical Agreements

Technical agreements detailing project overview including objectives, activities, staffing, budget, and sustainability plans per each state have been signed at the respective states. East and South Darfur States technical agreements have received endorsement at the state level and have been reviewed but not granted final approval at the Federal HAC. Central Darfur and South Kordofan have received full endorsement at both state and federal levels.

Project Staff Recruitments

A major activity as part of the start-up was the recruitment of project implementation staff across the consortium. Project staff recruitment is about 90% complete. Project field-based staff were deployed to their respective duty stations to lead implementation. The Consortium Programme Manager was recruited as of 1st of May. Recruitment of three MEAL positions (MEAL Coordinator, Senior MEAL Officer and MEAL and Gender Officer) was initially put on hold during the early stages of the conflict but has been revived and is currently on-going. WCDI has contracted 5 focal persons in the four (4) project states. EMM has contracted a Challenge Fund Manager. SOS Sahel Sudan managed to recruit two staff members (project coordinator and IBO) and planning to recruit the other two staff of extension officer and accountant shortly. Recruitment is on-going for the remaining staff but is on hold for most positions due to the outbreak of the conflict.

Official Launches of Project

Official launches of the project were conducted across the four (4) project states attended by representatives from different relevant institutions from the states and the targeted localities. Institutions that participated in the official launch of the project include HAC, Ministry of Production and Economic Resources (MoPER), Ministry of Finance, Ministry of Agriculture and Forestry (MoAF), banks, INGOs, the private sector, micro finance institutes, community leaders and representatives of PA. The purpose of workshop was to introduce the project to key stakeholders at the state level and to capture recommendations from participants to improve project implementation. During the workshop, the project was fully discussed by the participants and a set of recommendations put forward. Project modality especially challenge fund, objectives and implementation approach were fully explained to the participants.



SIPRA Launch in South Darfur



SIPRA Launch in South Darfur

National Launch

The national launch of the SIPRA project was to be held in May 2023. The objective for this launch was to have an interactive workshop with national level stakeholders, where (initial) findings from the FOSRA, baseline and economic mapping would be presented and discussed along with a first presentation of the Challenge Fund. Due to the outbreak of the conflict and its effects on several of the activities, the national launch of the project is yet to take place.

Selection of Project Target Villages (Communities)

Beneficiary communities have been selected in all the project localities -- 120 communities across 12 localities (3 per state). Beneficiary villages (communities) have been selected in all the project localities -- 120 communities across 12 localities (3 per state). The selection was done in close collaboration with HAC, MoPER, and MoA. Below are the criteria used for the village selection:

1. A village or a group of small, related villages within proximity (3 – 5 square kilometres). The village or group of village needs to have a minimum of 150 – 250 Households.
2. Rainfed agriculture is the main economic activity in the village.
3. Smallholders who own land (3 – 8 Mukhamas or 5 – 15 feddan).
4. In the village at least 30% of women farmers & at least 40% young farmers
5. High of number of unemployed young men and women
6. Growing at least one economic crop with high potentiality for production increase & value addition (sesame, groundnuts, Gum Arabic, Karkadi (hibiscus), etc.)
7. The village has (the potential) to access nearby markets and can be linked to agricultural businesses.
8. Project staff and other stakeholders can safely travel to the village.
9. There are no active and regular conflicts.
10. Villagers are interested and willing to engage, participate and contribute to the project activities.
11. There are no other similar large agriculture / value chain projects.



Villages selection exercise in South Kordofan

Design Workshop

The SIPRA Consortium partners participated in a 3-day design workshop in November 2022. The workshop was a hybrid of ten (10) in-person participants present at the ZOA office in Khartoum, Sudan, and nine (9) persons who participated virtually (online). The objectives of the design workshop were to: foster teambuilding: knowing the team and establishing/strengthening relationship; create a common understanding of the project and roles & responsibilities per partner; define key activities; introduce the M&E framework and plan inception phase activities. Below are key highlights from the design workshop. The full report of the design workshop report can be found in ***Annex 9***

- Theory of Change (ToC) and Outcomes
  - Nutrition is mentioned in a few places in the monitoring framework and some specific activities are included, such as activity 1.2.5 on nutrition-sensitive vegetable gardening. However, it is important that the nutrition aspect continues to receive sufficient attention. It appears the assumption is, that if there is availability and accessibility of food crops, therefore there will be consumption to bring about the "improved nutritional status". A clear set of activities to ensure active consumption is needed. This will also need to be aligned with EKN.
  - Conflict sensitivity: Pastoralists are not directly included in the programme. The programme is focused on rainfed agriculture. Pastoralists are included when it comes to PRCs, and they could be included in activity 1.3.2. In the design, it is important to consider how pastoralists can benefit from the project.

- Outputs and Activities
  - "Assessment of policy environment to identify key players and entry points for policy reform, including addressing youth & gender-specific barriers" to be integrated into the FoSRA as FoSRA already includes elements of the assessment in question and to avoid duplication of assessments and overburden beneficiaries and other stakeholders.

- FoRSA
  - Difference between a Value Chain Analysis and FOSRA was clarified: VCA focuses on one VC and mostly from an economic perspective. FOSRA takes a wider perspective and can be also used for the selection of a crop. In addition, it can focus on other outcomes as well (e.g., social outcomes).

- Recommended MEAL revisions
  - Two outcome indicators were moved to the impact level.
  - Some outcome and output indicators statements were rephrased for clarity purpose.
  - M&E framework could be adapted based on the findings of the baseline.
  - The consortium MEAL focal persons further deliberated on the project MEAL framework and came up with an updated SIPRA monitoring framework (see Annex 4)

Indicator	Suggestion
General	Number all indicators
OC3_2	Policy reforms at national level continue not to be possible. State level should be possible. However, needs defining what type of policies to pursue
OC3_3	Define FNS relevant public institutions
OC3_3	Suggestion to change: '% of stakeholders who perceive improvement in the functioning of the FNS-relevant public institutions as a result of SIPRA activities'
OC3	To add on outcome level 'Change of observed as a result of capacity development of lobby and advocacy.'
Output 3.1	Suggestion to add 'Output 3.1 - # of PAs who did lobby & advocacy'
Output 3.4	'Output 3.4' needs further defining & check alignment with outcome level.
OC4	Suggestion to add to outcome 4 'Types of changes observed as a result of capacity development & learning mechanisms in terms of: established that guide field activities, facilitate evidence-based adaptive programming, and contribute to good practice and policy recommendations on building food systems resilience'

- Risk management updated (***Annex 6***). A comprehensive risk assessment planned for 2023 but currently on hold due to the on-going conflict.

Governance and Coordination

The SIPRA vision of cooperation, governance including the different coordination structures were discussed extensively at the planning workshop. Annex 10 provides details of the SIPRA governance structure.

Consortium Partners Roles and Responsibilities

The consortium partners reviewed and discussed extensively the division of work (see Annex 11 for the division of work per activity per partner) and clarified partners roles and responsibilities especially those that were not that clear or need further elaboration.

6. Inception Phase Deliverables

1. Food System Resilience Assessment (FoSRA): —*Not completed. Assessment stalled by conflict in Sudan. Data analysis and write-up of draft report to be finalized with validation workshop.*

The FoSRA team has been building a picture of the food systems and conflict in the four SIPRA states in a participatory manner through co-designing of the process with local conflict, gender, and nutrition experts in order to deepen the understanding of conflict dynamics, the interrelationship between conflict/violence and peace and food insecurity for main livelihood systems at state level, but also at local level. At the state level FoSRAs considered specific agro-ecological context and rainfall; livelihood types such as farming/herding/agro-pastoral/silvo-pastoral; shocks and stressors as per Global Report on Food Crisis: economic shocks (including COVID-19), weather extremes, conflict & insecurity and poor diets, diseases, and care practices. The consortium partner, WCDI, leading the FoSRA process is almost done with the descriptive analysis of the data of the 4 states and doing in-depth data analyses and write-up of 4 state-level FoSRA draft reports which will be finalized based on when validations can take place. The validation with relevant stakeholders was planned for middle of May. However, due to

the intense fighting, it could not be implemented. The validation is now planned for August 23, 2023, and August 30, 2023. The final report of the FoSRA will be shared with EKN after the validation.

The FoSRA assessment included identification of selected value chains that are key to building a more resilient rain-fed agricultural sector in Darfur and Kordofan. A matrix was developed and used to evaluate commodity/area selection for FoSRA in the inception phase of SIPRA (Annex 1). The value chains indicated below are only the first reflection of the potential value chains to be invested in.

Crop/commodity per SIPRA project state.

- ***South Kordofan****: Groundnuts, Sesame and Hibiscus*
- ***South Darfur****: Groundnuts, Sesame, Gum Arabic*
- ***East Darfur****: Groundnuts, Gum Arabic, Watermelon*
- ***Central Darfur****: Potato, Groundnuts and Honey*

Apart from this Smallholder Farmers also often keep cultivating staple crops as Sorghum and Millet in addition to the abovementioned crops/commodities.

2. Area based gender sensitive conflict analysis: —*Not completed. Assessment stalled by conflict in Sudan:*

The terms of reference (ToR) for the Area Based Gender Sensitivity Conflict Analysis were developed after a series of consultation with ZOA's Peacebuilding Specialist and experts from Conflict Sensitivity Facility in Sudan. The ToR and related requirements for the Area Based Gender Sensitivity Conflict Analysis was structured in such a way to avoid duplication of efforts as the FoSRA also looks into conflict and its impact on the food system and resilience. An external consultant was hired via a competitive bid. The assessment started in the first week of April 2023 only for the process to be disrupted by the conflict in Khartoum (which started on April 15, 2023) after data collection has been carried out in South Kordofan.

3. Business Stakeholders Mapping Assessment (BSA): —*Completed. Report attached in Annex 2*

4. Political Environment Assessment (PEA): —*Completed. Report attached in Annex 3*

5. Value For Money Assessment (VfM): — *Not yet done. Assessment delayed due to conflict in Sudan:*

6. MEAL Framework and Adaptative programming: — Work in Progress. See Annex 4

7. Updated risk management: —Work in Progress as the situation in Sudan is fluid. Updated risk attached in Annex 3

8. Updated logframe with annual targets: —*Completed. Updated logframe attached in Annex 5*

9. Work plan as at end of December 2022 (not adjusted to the current situation): — *Attached Annex 6*

<u>Other related Updates</u>

1. Status of Baseline Survey: —*Not completed. Process stalled by conflict in Sudan:'*

The terms of reference (ToR) including timelines have been developed for the program's baseline survey to set the baseline values as well as inform the formulation of targets for the respective program outcome indicators. An external consultant was hired via a competitive bid. The final baseline report was due May 21, 2023. However, just about when the survey was about to kick off, conflict broke out in Khartoum, disrupting the process and putting a temporary hold on the process.

2. Challenge Fund (CF) Management Guidelines—*Developed for both large and small track CF (Annexes 7 & 8).*

ANNEXES

Annex 1: Deliverable 1: Matrix to evaluate commodity/area selection for FoSRA.	 Matrix to evaluate commodity Area selec
Annex 2: Deliverable 3- Business Stakeholders Mapping Assessment (BSA):	 BSA of the agricultural value chai
Annex 3: Deliverable 4 - Political Economy Analysis (PEA)	 SIPRA PEA v2 (1).docx
Annex 4: Deliverable 6: MEAL Framework and adaptive programming	 Revised SIPRA Monitoring Framewor
Annex 5*:* Deliverable 7 - Updated SIPRA Logframe	 Updated LogFrame_Matrix_SIP
Annex 6*:* Deliverable 9- Updated SIPRA Workplan Y1 as per end 2022	 Work%20plan%20-%20SIPRA%20Y1_Subn
Annex 7: Large Track Challenge Fund Guidelines	 Large Track Challenge Fund Guide
Annex 8: Small Track Challenge Fund Guidelines	 Small Grant Challenge Fund - Innc
Annex 9: SIPRA Design Workshop report	 Design workshop report.docx
Annex 10: SIPRA Governance Structure	 SIPRA%20Governanc e%202023.docx
Annex 11: SIPRA Consortium Division of Work	 SIPRA%20Project%20Division%20of%20W