

AFRICAN DEVELOPMENT FUND



SUDAN

CAPACITY BUILDING FOR GENDER PARTICIPATION IN PEACE AND ECONOMIC ACTIVITIES (CB-GPPEA) PROJECT

PROJECT COMPLETION REPORT

(PCR)

RDGE/RDTS DEPARTMENTS

May 2020

Sudan: Capacity Building for Gender Participation in Peace & Economic Activities (CB-GPPEA) – Project Completion Report



AFRICAN
DEVELOPMENT
BANK GROUP

I BASIC DATA

A Report data

Report date	Date of report:	09/3/2020	
	Mission date (<i>if field mission</i>)	From: 02/12/2019	To: 12/12/2019

B Responsible Bank staff

Positions	At approval	At completion
Regional Director	Gabriel Negatu	Nnenna Nwabufu
Country Manager	Abdul Kamara	Raubil Durowaju
Sector Director	Sibry Tapsoba	Yero Baldeh
Sector Manager	Bruno Boedts	Joseph Coompson
Task Manager	Kenneth Onyango	Mona Sharan
Alternate Task Manager	—	—
PCR Team Leader		Mona Sharan (Gender Specialist)
PCR Team Members		Asha Abdalla (Consultant) Godfrey Kaijage (FM Specialist)

C Project data

Project name: Capacity Building for Gender Participation in Peace & Economic Activities (CB-GPPEA) Project		
Project code: P-SD-ID0-003	Instrument number(s): 5900155009901	
Project type: ADF	Sector: Social	
Country: Sudan	Environmental categorization (1-3): 3	
Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)	Key Events (Bank approved financing only)	Disbursement and closing dates (Bank approved financing only)
Financing source/ instrument1: ADF Pillar 3	Financing source/ instrument1:	Financing source/ instrument1: ADF Pillar 3
Date approved: 02/02/2016	Cancelled amounts:	Original disbursement deadline: 31/12/2018
Date signed: 22/05/2016	Supplementary financing:	Original closing date: 31/03/2019
Date of entry into force: 30/08/2016	Restructuring (<i>specify date & amount involved</i>):	Revised (<i>if applicable</i>) disbursement deadline: 31/03/2020
Date effective for 1st disbursement: 31/08/2016	Extensions (<i>specify dates</i>):	Revised (<i>if applicable</i>) closing date: 31/12/2019
Date of actual 1st disbursement: 21/12/2016		

Financing source/ instrument2:	Financing source/ instrument2:	Financing source/ instrument2:		
Date approved:	Cancelled amounts:	Original disbursement deadline:		
Date signed:	Supplementary financing:	Original closing date:		
Date of entry into force:	Restructuring (specify date & amount involved):	Revised (if applicable) disbursement deadline:		
Date effective for 1st disbursement:	Extensions (specify dates):	Revised (if applicable) closing date:		
Date of actual 1st disbursement:				
Financing source/instrument (add/delete rows depending on the number of financing sources):	Disbursed amount (amount, UA):	Percentage disbursed (%):	Undisbursed amount (UA):	Percentage undisbursed (%):
Financing source/ instrument1: UA 3.2 million	2,058,702.49	64.33	1,141,297.51	35.67
Financing source/ instrument2:				
Government:				
Other (e.g. co-financiers). <i>Add rows as needed</i>				
TOTAL	2,058,702.49	64.33	1,141,297.51	35.67
Co-financiers and other external partners:				
Executing and implementing agency (ies): Executing Agency: Ministry of Finance and Economic Planning, Government of Sudan Implementing Agency: Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa				

D Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	Raubil Durowoju		
Sector Manager	Joseph Coompson		
Regional Director (as chair of Country Team)	Nnenna Nwabufo		
Sector Director	Yero Baldeh		

II Project performance assessment

A Relevance

1. Relevance of project development objective

Rating*	Narrative assessment (max 250 words)
4	The overall objective of the Capacity Building for Gender Participation in Peace & Economic Activities (CB-GPPEA) Project was to contribute to enhanced participation of women in peace building processes. The project aimed to strengthen the capacity of women in the Darfur region of Sudan to participate in peace building through dialogue, awareness raising and income generation in agriculture. The project was designed to have three broad components: 1) Building gender sensitive capacities for peace consultation processes; 2) Enhancing the capacity for women in agriculture, and 3) Project management. The peace building objective of the project is very relevant to the context of the Darfur region in Sudan. The region has been under turmoil stemming from political conflict since 2003. Although several peace agreements have been signed between the government and armed forces, lasting peace in the region has remained elusive. The conflict has led to large-scale displacement, loss of lives, livelihoods and a prevailing sense of insecurity. Women, in particular, have borne the brunt of conflict and displacement and have been subjected en masse to various forms of violence including sexual violence and rape. The active participation of women in the peace process, especially in the Darfur Internal Dialogue and Consultation (DIDC) is considered key for achievement of sustainable peace in the region. The UN Security Council resolution (S/RES/1325) on women and peace and security reaffirmed the role of women in the prevention of conflict, peace negotiations, peace building and peace keeping, humanitarian response and in post-conflict reconstruction. Post-revolution, peace negotiations in Sudan have actively involved women in all peace processes. Women constitute around

	35% of the members of the negotiation parties. Women from displaced and refugee camps as well as women fighters are now visible members articulating their agenda in negotiation agreements. The capacity building of women farmers component was also relevant as women play an important role in agriculture in Darfur especially in small-scale farming. More than 80% of agricultural activities are performed by women and they produce about 60-70% of food in the region. Women also constitute the majority of the labour in agricultural production playing a critical role as food providers. The major constraints facing women are low productivity due to use of traditional technology, poor agronomical practices, poor infrastructure, lack of rural savings and credit institutions, marketing bottlenecks, inadequate research and extension services. The project empowered women farmers through training, skills enhancement and mentorship for increased productivity in agriculture.
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* For all ratings in the PCR use the following scale: 4 (Highly satisfactory), 3 (Satisfactory), 2 (Unsatisfactory), 1 (Highly unsatisfactory)

2. Relevance of project design

Rating*	Narrative assessment (max 250 words)
1	The project was managed by a Project Implementation Unit (PIU) from the Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa (MBC) based in Khartoum. The project activities were implemented mostly in the Darfur region covering five states in the region. Some activities were also carried out in other states in South and West Kordofan and Blue Nile. A few activities were carried out at the national level. All project activities were implemented by different partner agencies that were sub-contracted by the MBC. The key partners included UN Women (Peace Building Component), Agriculture Research Corporation (ARC) and UNICON (Women Farmer Component), Open University of Sudan (Radio Broadcast Component). The project faced various challenges due to weak design and problematic implementation arrangements. The Implementing Agency lacked the capacity to provide technical oversight to the project activities as they did not have expertise in the areas covered by the project. The role of the Implementing Agency was limited to remotely managing the administration of the contracts of the partner agencies. The distance between the PIU based in Khartoum and the project sites in Darfur created challenges in supervising activities. Although the project had hired focal persons in the region, lack of effective management of the focal persons did not mitigate the challenge posted by the distance. The project was not designed to establish links with the relevant line ministries (e.g. Ministries of Agriculture and Gender) and as a result did not receive technical assistance or supervision from the government that could have been beneficial. The weakness of the overall project design and lack of capacity of the Implementing Agency significantly affected the overall performance of the project. Various project components such as peace building, and economic empowerment operated separately and were managed by different partner agencies. There was a lack of coordination between the partner agencies and as a result it was not possible to leverage synergies between activities.

3. Lessons learned related to relevance

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
The project was timely and relevant to the post-conflict setting of Darfur, however, the design did not lend itself to the full attainment of the project development objective.	Project design should ensure harmonization of objectives, synergies between project components, integration of technical assistance and strong management systems. Links should be established with the relevant line ministries. All stakeholders should be involved in the consultation and preparation process.	AfDB/GoS
The project activities were not synergized to achieve the overall project objective as each component operated separately and targeted different groups of women.	Project activities implemented by different partner agencies and targeting different groups of beneficiaries without harmonization do not achieve synergy and diminishes the overall impact of the project. The tendency to implement multiple disparate activities through different agencies should be avoided. A strong coordination structure needs to be in place to harmonize project activities.	AFDB/GoS
The Implementing Agency could not provide technical oversight to the project because of lack of expertise in the areas covered by the project.	The selection of the Implementing Agency should be based on its technical expertise and experience in project management. Large projects should not be awarded to implementing agencies that lack requisite expertise and capacity for project implementation.	AfDB/GoS
The capacity of the Implementing Agency was rated positively in the PAR. The MBC was reported to possess the technical, organizational	The Implementing Agency's capacity and the fiduciary risk assessment was not objectively evaluated during appraisal. The selection of the Implementing Agency and fiduciary risk assessment	AfDB

capacity and logistical experience for implementing the project.	should be carried out in a thorough and transparent manner as these are critical to the success of a project.	
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B Effectiveness

1. Progress towards the project's development objective (project purpose)

Comments
<p><i>Provide a brief description of the Project (components) and the context in which it was designed and implemented. State the project development objective (usually the project purpose as set out in the RLF) and assess progress. Unanticipated outcomes should also be accounted for, as well as specific reference of gender equality in the project. The consistency of the assumptions that link the different levels of the results chain in the RLF should also be considered. Indicative max length: 400 words.</i></p> <p>The project development objective was to create enabling environment for peace, reduce regional inequalities and promote gender equality. The project was consistent with the Post-2015 Development Agenda of which SDG 5 focuses on achieving gender equality. The project included three broad components: 1) Building gender sensitive capacities for peace consultation processes; 2) Enhancing the capacity for women in agriculture, and 3) Project management. The project was designed and implemented in the post-conflict context of Darfur. Component 1 aimed to encourage women's participation in peace building processes. Specific activities included a). workshops for women and men to observe and participate in dialogue and consultation processes at the locality and state levels. Women participants were also taken on study tours to Rwanda and Ethiopia to observe best practices from countries that successfully transitioned to peace and stability; b) encourage women's participation in public private dialogue for women business leaders and PPP workshops to mobilize and support women farmers; c) establishment of peace building centers at three universities namely Khartoum, Nyala and El Fashir to provide the infrastructure for conducting training and dialogue on peace and security; d) establishment of radio stations to broadcast peace and culture programs by installing radio transmitters at the Open University of Sudan (OUS) and e) development of tools and guidelines for gender mainstreaming in peace. Progress on most activities was satisfactory. As a result of participation in peace building activities, participants gained recognition in their communities and were subsequently included in local and state level peace and reconciliation committees. A few women got the opportunity to chair the committees at state legislative councils. The study tours were especially considered beneficial as participants observed first hand processes for resolving conflict between community groups and were encouraged to replicate the models in their own communities. Although the peace centers were intended for conducting peace building workshops, they were still under construction during the project period and were not used for the purpose. The radio stations were also not used for broadcasting peace building messages but were used by OUS to broadcast its own distance learning programs. Component 2 aimed to enhance the capacity for women in agriculture through a) Entrepreneurial skills training and public private dialogue for women business managers; b) Training of women farmers, extension agents and trainers; c) Farmer field schools and seed multiplication demonstrations; d) Establishment of a public private sector desk set-up at Sudanese Business Employers Federation (SBEF). The trainings planned under Component 2 were satisfactorily completed. Women farmers who received the trainings and were enthusiastic about adopting new techniques. Some agricultural associations were established and registered. However, their lack of capacity in accessing financial and marketing institutions was not addressed in the project design and it continued to pose a big obstacle to their success. The role of women in the value chain was limited to the production phase only thereby limiting meaningful economic empowerment. Similarly, the trainings for women business managers were well received but the long-term impact of the trainings on business development or growth could not be realized under the project. Although the project completed planned activities, its overall impact on the project development objective was not obvious. Weaknesses in the project design, implementation arrangements and monitoring and evaluation contributed to the limited success of the project.</p>

2. Outcome reporting

Outcome indicators (as per RLF; add more rows as needed)	Baseline value (Year) (A)	Most recent value (B)	End target (C) (expected value at project completion)	Progress towards target (% realized) [(B-A)/(C-A)]	Narrative assessment (indicative max length: 50 words per outcome)	Core Sector Indicator (Yes/No)
Outcome 1: Enhanced women participation at each level of the dialogue and consultation process	0	3173	3173	100%	The value captures the numbers of participants who attended community-based peace dialogue and consultations, women leaders who received training in peace building and participants of study tours to Rwanda and Ethiopia. Women who participated in the trainings and study	No

					tours were able to join peace building consultations and assume leadership positions in their communities.	
Outcome 2: Increased women participation in establishing and sustaining the Public Private Dialogue (PPD) Process	0	538	538	100%	Entrepreneurial skills training workshops conducted for women business managers in 18 states of the country. The trainings covered topics to enhance the knowledge and skills of women entrepreneurs such as quality control procedures, inventory management, marketing, access to finance and financial management.	Yes
Outcome 3: Capacity for actual Project management	0	5	5	100%	PIU staff had limited capacity for procurement, project management, partnership management. They also did not have expertise in the subject areas. The team did not include a Gender Specialist position which was necessary for a project of this nature.	No
Rating* (see IPR methodology)	Narrative assessment					
3	The outcome indicators specified in the Project Appraisal Report do not provide a summary measure of project impact. They are the same as some of the output indicators. Specific baseline and target figures were not included in the RMF in the appraisal report. The outcome indicators provide a summary measure of the numbers of participants who attended trainings and staff recruited for the PIU. The indicators fail to capture the changes that may have occurred as a result of the trainings for example, on employment, income, behaviour change and other social and economic measures.					

3. Output reporting

Output indicators (as specified in the RLF; add more rows as needed)	Most recent value (A)	End target (B) (expected value at project completion)	Progress towards target (% realized) (A/B)	Narrative assessment (indicative max length: 50 words per output)	Core Sector Indicator (Yes/No)
Component 1: Building Women Capacity for Peace Consultation Process:					
Output 1.1: Number of community-based dialogue and peace building workshops	37	45	82%	Participants were sensitized on peace building processes and dialogue in community-based workshops and learn skills such as mediation, negotiation and leadership.	No
Output 1.2: Number of stakeholders participating in dialogue and consultations	2853	N/A	100%	Women who were trained joined community reconciliation committees, political dialogues at the local and state level, including representation in state legislative institutions as chairpersons of the committees.	No
Output 2.1: Number of trained women leaders and women led NGOs in the peace building process	267	267	100%	Women leaders from the Darfur states were trained in peace building processes. Some were able to assume political positions as state government members and heads of state legislative committees.	No
Output 2.2: Number of participants involved in study tours	53	50	106%	Two study tours to Rwanda and Ethiopia helped participants learn best practices from countries that transitioned from conflict to peace and stability.	No
Output 2.3: Tools and guidelines for gender mainstreaming	1	1	100%	The draft manual for gender mainstreaming training was developed and validated by stakeholders. The final version had not been submitted by UN Women by the project completion date.	No

Output 3: Number of peace-oriented radio stations installed and operational	8	8	100%	Eight radio stations were installed and functioning in Port Sudan, El Fashir, Nyala, Geneina, Dongola, EDamazin, El Obied and Kaduglie, of Red Sea, North, South and West Darfur, Northern, Blue Nile, North and South Kordofan States respectively. The radio stations were not being used to broadcast peace building messages but were being used by OUS for its distance learning programs.	No
Output 4: Number of peace and conflict resolution centres established and equipped	3	3	100%	Peace Centers established and equipped at Khartoum, ElFashir and Nyala Universities, in Khartoum, North and South Darfur States respectively. The Peace Centers were under construction during the course of the project.	No
Component 2: Enhancing Capacity for Women in Agriculture					
Output 5: Number of women entrepreneurs trained in technical and managerial skills	538	540	99.6%	Women were trained in launching business start-ups, accessing financial resources, and technical support for becoming entrepreneurs.	Yes
Output 6.1: Number of Public Private Dialogue workshops conducted	9	7	128%	The PPD workshops were carried out in collaboration with the PPP unit of the MoFEP and SBEF.	No
Output 6.2: Number of participants in Public Private Dialogue workshops	386	280	138%	Participants received training on Public Private Partnerships (PPP) business development and promoted participation of women in businesses.	Yes
Output 7.2 Number of women farmers, extension agents and trainers trained	1710	1050	163%	Women farmers were trained in agricultural technologies for improved productivity. They were also trained in marketing, storage and value chain as well as entrepreneurial skills such as microfinance.	Yes
Output 8: Number of farmers trained in demonstration plots and field schools	2295	1675	137%	Demonstration plots and field schools were established to provide farmers with hands-on experience in high yield farming techniques.	Yes
Output 10: Public private sector desk at SBEF installed and equipped	1	1	100%	All equipment was purchased and installed and the PPP desk is functioning.	No
Component 3: Capacity for actual Project management					
Output 11.1: Number of PIU staff appointed	4	4	100%	All PIU staff positions were filled: Project Coordinator, Accountant, Procurement Officer and M&E Officer.	No
Output 11.2: Number of state focal points recruited	5	5	100%	State focal points were appointed to coordinate project activities in their respective states.	No
Rating* (see IPR methodology)	Narrative assessment				
3	The project achieved most of targets on all activities that were originally planned. On several indicators, greater numbers of participants than originally targeted were trained. The trainings were well received by the participants according to the progress reports submitted by the project. Participation in peace building activities helped women gain recognition and get involved in peace processes in their communities. Some women also assumed political positions as state government members and headed state legislative committees. The project also succeeded in improving women's access to financial information for business start-ups. The PPD workshops contributed to greater social and cultural acceptance of women owning and running businesses. The study tours helped participants articulate commitments to apply lessons in peace building, stability, reconciliation and forgiveness in their own communities. Upon return from the study tours, participants shared their experiences with others in their communities thereby further disseminating the knowledge gained. The farmers' trainings were popular and greater numbers of participants than originally planned joined the workshops. As a result of the success of farmer field schools, there was high demand for the replication and expansion of the				

	<p>intervention from other localities in the Darfur states. The trained women framers expressed that they obtained technical knowledge and skills for practicing agricultural cultivation with high quality certified seeds that they themselves had produced. Furthermore, the farmers schools contributed to improved social relations among women. The findings were mainly based on anecdotal evidence collected from field visits by the project staff and the PCR Consultant. The Results Measurement Framework was not well defined at appraisal to fully capture the impact of the project. Baseline figures were not specified for some indicators and as a result, it is not possible to quantify the impact of those activities. The quantitative indicators mostly captured the numbers of workshops and trainings that were conducted under the project. Indicators to measure the impact of the project on the knowledge, skills, and attitudes of the participants were not included and as a result not captured in the M&E system of the project. Similarly, no qualitative studies were carried out to determine whether and how the project empowered the beneficiaries. Measuring or assessing empowerment goes beyond numbers to ascertain whether women benefited from participation in peace building dialogues or improved their decision-making power by participating in the trainings.</p>
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4. Development Objective (DO) rating

DO rating (derived from updated IPR)*	Narrative assessment (indicative max length: 250 words)
2	<p>The project served its overall objective of peace building and economic empowerment in Darfur to a limited extent. By investing in raising awareness about peace building and training women for income generation in Darfur, the project contributed to the overall development objective of empowering women for active participation in peace building and improved income generation. The project was implemented during a period of instability and political transition but was able to complete scheduled activities despite the challenging context. Despite the relevance and timeliness of the project, the design and implementation were not conducive to the full attainment of the development objective. The project contributed towards the development objectives by supporting various types of trainings for women in different areas. However, trainings alone were not sufficient to realize the development objectives and the project did not include any other activities to support women transition towards the ambitious goals of peace building and economic empowerment. For example, although supporting women farmers schools was a beneficial activity, the entire agricultural value chain was not taken into consideration. In addition to training, women farmers needed access to markets and finance institutions to increase productivity and generate higher income but these activities were not supported under the project. The lack of capacity of the PIU further diminished the overall impact of the project. Project activities were implemented in a fragmented manner by different partner agencies. The partner agencies operated without technical assistance from the PIU as it lacked expertise in the subject areas.</p>

5. Beneficiaries (add rows as needed)

Actual (A)	Planned (B)	Progress towards target (% realized) (A/B)	% of women	Category (eg. farmers, students)
2853	N/A	N/A	63%	Participants of peace dialogue and consultation workshops
386	280	138%	42%	Participants in Public Private Dialogue workshops
538	540	99.6%	100%	Participants of women entrepreneurs' and business managers training
1710	1010	163%	100%	Participants of trainings for women farmers, extension agents and trainers
2295	1675	137%	100%	Participants of trainings for women farmers field schools and seed multiplication demonstrations

6. Gender equality

Assessment on the performance of gender equality in the operation (indicative max length: 250 words)

Women and children have borne the brunt of the war and instability in Darfur including the loss of family members, escalated gender-based violence, and a lack of access to basic services. Women's participation in peace negotiations was negligible. Furthermore, when peace agreements were signed, women's concerns and rights were never addressed. The project was relevant and timely in its objectives of empowering women to claim their rights in peace processes and improve their income generation skills through agricultural production. Project interventions helped women understand the dynamics of the conflict and assume leadership roles in fostering peace and stability in the region. The post-revolution climate in Sudan has been conducive to enhanced women's participation in political processes. By building women's capacity in peace building, leadership and public private dialogue, the project empowered women in Darfur to participate in the current peace processes. Peace building activities not only targeted women but also involved community and traditional leaders. Mobilizing support from male leaders was necessary to overcome the resistance encountered by women in the predominantly patriarchal culture of the region. The project also provided training, mentorship and resources to women farmers who had been traditionally marginalized. Women farmers faced major constraints and were limited by the use of traditional technology, poor agronomical practices, poor infrastructure, lack of rural savings and credit institutions and marketing bottlenecks. Restrictions on male-female contact rendered them with poor access to formal financial services, limited education and mobility. Training women farmers to be part of the value chain through collective farming was a means of circumventing gender barriers and helping them attain economic independence. The project, however, did not have a clear gender strategy and did not include specific interventions to address power relations. Women's participation in the peace processes were limited to the local and community level, whereas the higher-level peace processes were still dominated by men. Activities to build the capacity of women farmers and entrepreneurs also did not go beyond trainings and provide long-term strategies for sustainable income generation and economic empowerment.

7. Unanticipated or additional outcomes (add rows as needed)

Description	Type (eg. gender, climate change, social, other)	Positive or negative	Impact on project (High, Medium, Low)
Although the project was supposed to cover the Darfur region only, some activities covered other conflict areas of South Kordofan and Blue Nile.	Conflict	Positive	Low

8. Lessons learned related to effectiveness (add rows as needed)

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
The project was managed by a PIU located in the capital Khartoum whereas most activities were implemented in the five states of Darfur. The project received minimal supervision due to the geographical distance between the PIU and the project sites. Although state level focal points were nominated for supervision, they did not prove to be effective.	Geographical distance should be taken into consideration when designing projects in fragile countries. The project team should be able to access the project sites easily to enable regular monitoring and supervision. Project staff can be given performance-based contracts.	GoS/AFDB
The project design and implementation strategy did not consider the complexity of the region and the necessity to synergise the two main components of the project.	Project components should be harmonized to operate synergistically for achieving maximum impact.	GoS/AFDB
Project partners worked in isolation and with minimum coordination between them. This often led to confusion and lack of clarity about the ultimate aim of the project. Each project activity targeted different groups of beneficiaries which further fragmented diluted the impact.	The selection of partners and the implementation strategy should emphasize coordination and mutual support between partners working towards the common goal with the PIU at the helm in leading coordination efforts. As much as possible, activities should target the same group of beneficiaries.	GoS/AFDB
Political instability and transition adversely affected the implementation of the project. Delays in communication, funds disbursement and other implementation challenges were frequently encountered. Political change also influenced the performance of the partners.	Complex projects in fragile countries should be based on a rigorous risk analysis and include risk mitigation strategies to minimize the impact on project implementation.	GoS/AFDB

Outcome and output indicators were not clearly specified in the Results Measurement Framework due to which the impact of the project on the development objective could not be captured.	Outcome and output indicators should be well developed and should be designed to capture the impact of the project on the development objective.	GoS/AFDB
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C Efficiency

1. Timeliness

Planned project duration – years (A) (as per PAR)	Actual implementation time – years (B) (from effectiveness for 1st disb.)	Ratio of planned and actual implementation time (A/B)	Rating *
3	4	75%	3
Narrative assessment (indicative max length: 250 words)			
<p>Although most activities have been executed within the original project duration, the project was given a one-year extension by the Bank in response to a request from the government. The one-year extension was intended to use unutilized resources under the project by expanding activities under Component 2. The activities included training additional numbers of women farmers and ensuring the sustainability of the project by constructing storage facilities for them and formalizing their involvement in women's farmers associations. However, all activities planned for the extension period could not be implemented because of the political instability in Sudan. The Bank suspended disbursements to Sudan in 2019 and as a result, funds could for activities planned for the extension period could not be disbursed. No further extension requests were received from the government. While the training activities continued, others such as construction of storage facilities and formation of women's farmer associations had to be cancelled. In summary, the project was able to complete originally planned activities and undertake some additional activities within the four-year project duration.</p>			

2. Resource use efficiency

Median % physical implementation of RLF outputs financed by all financiers (A) (see II.B.3)	Commitment rate (%) (B) (See table I.C – Total commitment rate of all financiers)	Ratio of the median percentage physical implementation and commitment rate (A/B)	Rating *
100	100	1	3
Narrative assessment (indicative max length: 250 words)			
<p>In order to assess the resource use efficiency of the project, the two implementation periods of the project need to be considered separately. During the original project period lasting from January 2016 to December 2018, the project efficiently utilized allocated resources and fully achieved all output targets. For some activities, originally planned targets were even exceeded and greater numbers of women than targeted were trained. For example, the number of participants trained in public and private sector dialogue workshops (138%), women farmer trainings (163%), demonstration plots and field schools (137%) and study tours (106%) exceeded original targets. The project budget was overestimated at appraisal and the Sudanese Pound depreciated during the course of the project. Consequently, the project had substantial funds that remained unutilized at the end of the original project period (UA 1.31 million or 41.16% of total budget) despite completing planned activities. The extension granted from January to December 2019 aimed to expend resources that were not utilized during the original project period. However, due to the political instability in Sudan during the extension period, major activities had to be cancelled and the project funds could not be fully utilized. During the extension period, project resources were not efficiently used. Some activities such as trainings for women farmers, completion of peace centers and study tour to Ethiopia continued during the extension period. As a result of these activities, the disbursement ratio increased from 58.8% to 63.12% during the extension period.</p>			

3. Cost benefit analysis

Economic Rate of Return (at appraisal) (A)	Updated Economic Rate of Return (at completion) (B)	Ratio of the Economic Rate of Return at completion and at appraisal (B/A)	Rating*
N/A	N/A	N/A	N/A
Narrative assessment (indicative max length: 250 words)			
The Economic Rate of Return was not reported at appraisal.			

4. Implementation Progress (IP)

IP Rating (derived from updated IPR) *	Narrative comments (commenting specifically on those IP items that were rated Unsatisfactory or Highly Unsatisfactory, as per last IPR). (indicative max length: 500 words)
3	<p>The project was implemented by the Mamoun Beheiry Centre for Economic and Social Studies & Research in Africa, an independent, non-governmental, non-profit institution based in Khartoum. A Steering Committee set up at the MoFEP oversaw the implementation of the project. Although the main thematic areas covered by the project were agriculture and gender in peace building, the relevant line ministries (eg. Ministries of Agriculture and Gender) were not involved in the project. As a result, the project did not receive any technical support or management oversight from the government. The capacity of the PIU was limited and its role was largely administrative in terms of management of contracts and payments to the contracting agencies and reporting to the Bank. All project activities were implemented by different partner agencies and there were no mechanisms for encouraging coordination between the agencies or to leverage synergies between various activities. Component 1: The implementation of the peace building component was carried out by the Open University of Sudan, UN Women and civil works contractors. The partnership with UN Women was not managed satisfactorily and several issues concerning lack of reporting and supervision of activities emerged during supervisions. Although three peace centers were constructed and equipped in three states of Darfur. The peace centers were under construction during the course of the project, however, they may be used to host peace building workshops beyond the lifetime of the project. At least one peace center was completing construction when the project closed. The installation of radio stations in eight states was meant to promote peace through radio broadcast programs targeting the general population, however, the radio stations were not utilized for the intended purpose and were being used by OUS to broadcast its own distance learning programs. The study tours to Rwanda and Ethiopia were satisfactorily carried out by the PIU. Component 2: The implementation of the women in agriculture component was carried out by ARC and UNICON. The training activities were carried out satisfactorily as more than 4,000 women were trained in agricultural practice technologies and provided with improved crop varieties. The trainings in public private dialogue for women business managers and entrepreneurs was also successfully completed. The project overall was able to implement originally planned activities within the extended time period. The implementation was affected by the political situation in the country particularly during the period of transition.</p>

5. Lessons learned related to efficiency

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
The project budget was not based on a costing analysis which led to overbudgeting and surplus funds in the project budget.	Project budgets should be based on a detailed costing analysis of the activities planned under the project.	GoS/AFDB
Contracts and payments of consultants were not always linked to deliverables which led to lack of clarity about implementation.	PIUs should be trained in contract creation and management of consultants to ensure efficiency in project implementation. Post review of procurement contracts should be based on an objective assessment of the capacity of the Implementing Agency.	GoS/AFDB

D Sustainability

1. Financial sustainability

Rating *	Narrative assessment (indicative max length: 250 words)
3	The training and capacity building support for business development and income generation will contribute towards financial sustainability of the project. Empowered with improved knowledge, skills, networks and access to resources, the project beneficiaries are expected to seek better employment prospects and increase income. Professional associations and networks established under the project such as the farmer field schools are likely to continue collaborating with the local government and other partners in the long-term. As peace building is a priority of the government, participants who were trained on this topic will be effectively absorbed in the ongoing peace efforts that will continue beyond the duration of the project and contribute to long-lasting peace and stability in the country. Furthermore, the project invested in upgrading three peace centers that are expected to contribute to the sustainability of the project by providing safe platforms to women to convene meetings and dialogue around peace issues. The radio stations installed under the project will also have an important role in disseminating peace messages and fostering peace and harmony in communities on a sustained basis.

2. Institutional sustainability and strengthening of capacities

Rating *	Narrative assessment (indicative max length: 250 words)
3	The project has contributed to the sustainability of the institutions it worked with in varying degrees. The capacities of institutions such as ARC were built to expand the scope and the scale of their training agricultural programs. The PPP desk installed at the SBEF will continue to provide support to entrepreneurs for launching businesses. The peace centers constructed at the Universities of Khartoum, Nyala and El Fashir also benefitted by improved infrastructure, furniture and equipment provided at these facilities. The functional peace centers will assist the hosting of peace building workshops at the universities in the future. The meeting rooms and training halls can also be rented out for events and used by the universities to generate income. Radio stations installed in nine states will contribute towards institutional sustainability of the OUS as they will continue to be used for broadcasting distance learning programs to students. The project also enhanced the capacities of PIU staff through the provision of training and supervision in financial management, procurement and project management and the skills acquired will benefit the staff in long-term career prospects.

3. Ownership and sustainability of partnerships

Rating *	Narrative assessment (indicative max length: 250 words)
2	The project did not include a clearly defined plan for creating ownership. Some of the activities will be absorbed into activities of the partner organizations. The project had many partners with varying degrees of cooperation during the project period. In general, the sustainability and ownership of the partnerships is not assured. Women farmers trained under the project are likely to receive continued support through the partnership between ARC and the MoA which can last beyond the project period. Overall, the project did not have a clear exit strategy and linkages with government programs for long-term ownership and sustainability of partnerships.

4. Environmental and social sustainability

Rating *	Narrative assessment (indicative max length: 250 words)
3	Women farmers who received training under the project were encouraged to adopt environmentally friendly farming practices such as use of organic fertilizers and pesticides. In order to avoid land degradation, the use of heavy machinery and chemical fertilizers was discouraged during the trainings. The standards of National Environment Policy were respected in the construction of the peace centers and installation of radio stations. Social sustainability was encouraged through the use of collective farms in rural areas which drew women from different tribes and ethnicities. The practice of collective farming indirectly built bridges leading to greater social harmony among women. Peace building dialogues also resulted in improved social relations and an enhanced sense of social responsibility to restore peace and mitigate conflict. Women's groups formed under the project allowed women to have greater voice and bargaining power in social interactions.

5. Lessons learned related to sustainability

Key issues (max 5, add rows as needed)	Lessons learned	Target audience
The project did not include a sustainability plan or strategy. Long-term sustainability or ownership of project interventions therefore cannot be assured.	Project design should include a sustainability plan and activities implemented during the course of the project should aim at achieving sustainability.	GoS/AFDB
A key factor contributing to the lack of sustainability was the non-involvement of government ministries in project design, implementation, monitoring and supervision of the project.	Projects in fragile countries are more likely to be sustainable if they are linked to relevant government institutions that possess the requisite structures and systems to integrate the project activities in their long-term programming.	GoS/AFDB
Gender power relations were not addressed by the project interventions which limited the abilities of women to fully participate in community dialogues leading to reduced social sustainability.	Projects should consider the prevailing gender power relations and engage men and women in challenging prevailing gender power relations for improved prospects of social sustainability.	GoS/AFDB

III Performance of stakeholders

1. Bank performance

Rating *	Narrative assessment by the Borrower on the Bank's performance, as well as any other aspects of the project (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)	
2	<p>The main input provided by the AfDB to the project was through the team led by Bank Task Manager. The team supported the project through communication, supervision missions to monitor progress and reviewing progress reports. Meetings were also conducted to discuss implementation issues; resolve bottlenecks; ensuring timely disbursement of funds; granting approvals for revisions in work plans; procurement plans and budgets as requested. The Bank also periodically reviewed the procurement activities and financial management and shared the feedback with the project management. The Bank reviewed annual audits reports and monitored the implementation of the recommendations and advices. The Bank Country Office was not fully involved in the project implementation other than organizing meetings from time to time. During the life of the project, only three missions were conducted by the Bank (between May 2018 to December 2019). The first mission was in May 2018 mainly reviewed the overall progress of the project against the implementation schedule, assessed implementation challenges and provided technical support to the Executing Agency for achieving project objectives by the project completion deadline. The second Bank mission was in November 2018 discussed and prepared for the one-year extension period that was requested by the government according to the project initiation. During this mission the extension period work plan and procurement plan were discussed and agreed upon. However, no supervision missions received from the Bank during the extension period of 2019 as missions to Sudan were suspended during that period. The final PCR mission carried out in December 2019 advised on project closure arrangements.</p> <p>Comments to be inserted by the Bank on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)</p> <p>The project appraisal team did not include sector specialists from the regional office or the headquarters. The appraisal team constituted only AfDB Sudan Country Office staff. The project as a result was not appropriately designed, lacking in technical content and without adequate safeguards. The project was also fully managed by the Country Office Sudan from inception until two and half years of implementation. Despite being managed by the Country Office, the project was not supervised even once during this period. The first supervision mission was carried out in May 2018 when the project was handed over to a Task Manager from the regional office. Implementation issues that emerged during the first two and half years of implementation were not addressed. Although the project had completed activities in the original three-year project duration, it was granted a one-year extension in 2019 upon a decision made by the Bank President. Several challenges were encountered during the extension period particularly related to financial management.</p>	
Key issues (related to Bank performance, max 5, add rows as needed)	Lessons learned	
Lack of supervision during the first two and a half years of implementation negatively impacted the project.	Regular and frequent supervisions should be carried out to ensure smooth implementation of activities. Supervisions are necessary to make corrections that are invariably needed.	
The suspension of missions during the period of instability further limited close supervision of the project during the extension period.	The involvement of a line ministry as a counterpart is necessary to provide support projects that are implemented by NGOs. In instances when Bank supervisions cannot be carried out, the government can closely monitor and support the project.	

Weaknesses in the procurement plan allowed the selection of several contractors without prior consent of the Bank.	Projects in fragile countries should disallow post-review of large value procurement contracts. Compliance with a fair and transparent bidding process prior to contract award is necessary to ensure merit-based selection of vendors.
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2. Borrower performance

Rating *	Narrative assessment on the Borrower performance to be inserted by the Bank (both quantitative and qualitative, depending on available information). See guidance note. (indicative max length: 250 words)	
1	<p>The MoFEP was the Executing Agency and the MBC was the Implementing Agency. The role of the MBC was to manage the administration of the project by recruiting and managing contractors that implemented various project activities. A Steering Committee at the MoFEP oversaw the project implementation. The performance of the Implementing Agency was unsatisfactory. The MBC lacked the technical capacity to manage a project on gender issues, lacking experience even on the main thematic areas of the project: agricultural production and peace building. There was no Gender Specialist in the PIU or a gender strategy for the project. Supervision of project activities was also a challenge for the PIU housed in the MBC office in Khartoum as most activities were carried out in the distantly located states of the Darfur region. Although focal points were appointed in each of the states, their contribution to the supervision of project activities was negligible. The PIU was unable to effectively manage partnerships with contractors such as UN Women. Several problems in monitoring and reporting of peace building activities carried out by UN Women were reported. During the extension period, the project incurred several ineligible expenditures by withdrawing funds for activities and expenses that were not approved by the Bank. Project funds were withdrawn for excess staff salaries, trainings undertaken by PIU staff and consultant recruitments without prior consent from the Bank. The Bank had not placed adequate safeguards on the Special Account at the outset due to which funds could be withdrawn with only the signatures of the Project Coordinator and Accountant. Some of the funds withdrawn for excess staff salaries were recovered after the MoFEP was informed about these lapses. At the time of the preparation of the PCR, a response was awaited from the MoFEP on the refund of funds utilized for PIU staff training. The PIU also lacked the requisite capacity for conducting procurements in compliance with Bank rules and procedures. The project faced several challenges in procuring goods and services in a timely and appropriate manner. The PIU staff demanded salaries for six months after project closure to assist with the preparation of the final audit.</p> <p>Comments to be inserted by the Borrower on its own performance (both quantitative and qualitative). See guidance note on issues to cover. (indicative max length: 250 words)</p> <p>The MoFEP continued the supervision of the project implementation through its three concerned departments, Foreign Finance, Development and Procurement departments. That role was perfectly maintained during the project life time, however, during the extension period and due to some internal movement of the responsible staff, the project affairs were not followed as before. However, as far as funding is concerned, the Ministry was regularly paying its contribution to the project. A total of SDG 1.5 million was paid by the MoFEP as the counterpart contribution.</p>	
	Key issues (related to Borrower performance, max 5, add rows as needed)	Lessons learned
	The MoFEP did not possess the technical capacity, time or the managerial expertise to supervise project implementation.	The selection of the Executing Agency should be based on an assessment of the capacities relevant government institutions.
	The MBC lacked the capacity to satisfactorily manage the project. Its selection as the Implementing Agency was to the overall detriment of the project.	The selection of the Implementing Agency should be carried out in a fair and transparent manner and be determined by the technical capacity and project management experience of the institution.

2. Performance of other stakeholders

Rating *	Narrative assessment on the performance of other stakeholders, including co-financiers, contractors and service providers. See guidance note on issues to cover. (indicative max length: 250 words)	
3	<p>The design of the project necessitated the engagement of several third-party organizations for the implementation of project activities. Component 1 activities on peace building were implemented by UN Women in collaboration of the state Ministry of Social Welfare and one local NGO. OUS was another partner institution that was responsible for the installation and operation of the radio stations. In addition, peace centers at the Universities of Khartoum, Nyala and El Fashir were constructed by civil works contractors. Component 2 was largely implemented by ARC in collaboration with two State Ministries of Agriculture. Other consultancy firms including UNICONS and Partners for Development, and other individual consultants and contractor implemented various activities related to Component 2. The Sudanese Business Association was also involved in providing training and support to business women and hosting the PPP business help desk. The partner organizations delivered on the planned activities, however, delays and reporting problems were encountered in the partnership with UN Women.</p>	

Key issues (related to performance of other stakeholders, max 5, add rows as needed)	Lessons learned (max 5)	Target audience (for lessons learned)
The recruitment of contractors was not based on competitive selection processes.	Ensuring fair and competitive selection processes is necessary to select the most qualified contractors. Capacities of contractors should be assessed on clearly specified criteria including specialities, expertise and work experience in the relevant area.	GoS/AFDB
Partner institutions did not receive adequate supervision and support during the course of project implementation.	Collaboration with partners is essential to ensure smooth implementation of project activities. Any issues or implementation problems encountered by partners should be addressed in a timely manner.	GoS/AFDB

IV Summary of key lessons learned and recommendations

1. Key lessons learned

Key issues (max 5, add rows as needed)	Key lessons learned	Target audience
Due to major weaknesses in the project design, financial management system, procurement procedures and choice of the Executing Agency and Implementing Agency, the project experienced several challenges over the course of implementation and could not deliver optimally on the development objective.	Projects design should be based on a detailed analysis of technical issues, assessment of the capacity of implementing partners and rely on evidence to inform strategies. The safeguards included in financial management and procurement assessment during project appraisal should be fully executed.	AFDB
The Implementing Agency lacked technical expertise in gender and the thematic areas covered by the project. Their experience in project management, procurement and financial management was also limited. The project implementation and impact were adversely affected by the lack of capacity of the Implementing Agency.	The selection of Implementing Agencies should be based on a transparent assessment of their expertise, capacity and experience. Large value grants should not be granted to national NGOs in fragile countries especially when government ministries possess the requisite capacity for implementation.	AFDB
A large number of disparate project activities were implemented by several partner organizations without any coordination or harmonization between them. Each activity targeted a different group of beneficiaries. The fragmented design and the involvement of multiple partners did not serve the overall purpose of the project.	Projects with interrelated outcomes should be implemented through collaborative partners with clear paths of liaison and linkages. The project design should ensure synergies between project activities. The use of multiple partners should be avoided if a single institution can deliver on planned outputs.	AFDB/GoS
The project was left unsupervised since its launch until it was nearly complete. The first supervision was carried out six months prior to the original closing date. Several implementation challenges were left unresolved due to the lack of oversight by the Bank.	Projects in fragile countries should be regularly and frequently supervised. Supervision missions are necessary to assess progress, address implementation challenges and resolve any other issues that can affect the project. The Country Office should be closely involved in supporting projects.	AFDB/GoS
The project did not include a sustainability plan or form linkages with government ministries and programs that could have created ownership and continuation of the activities beyond the project period.	Sustainability plans should be developed during project appraisal with a clearly defined exit strategy. A long-term approach of creating government ownership is necessary for ensuring sustainability.	AFDB

2. Key recommendations (with particular emphasis on ensuring sustainability of project benefits)

Key issue (max 10, add rows as needed)	Key recommendation	Responsible	Deadline
There is a lack of clarity on the sustainability of the project's deliverables including training manuals, gender mainstreaming guidelines, radio stations, peace center buildings, PPP help desk, etc.	Based on an assessment of the outputs generated by the project, a clear strategy should be articulated for linking these resources with government programs and institutions.	GoS/AFDB	Ongoing
Several prominent women leaders emerged during the training received under the project, however, their	Women leaders trained under the project should be identified and supported through other women's	GoS/AFDB	Ongoing

potential for enabling change may not be fully realized without continued support.	empowerment programs of the government or other partners.		
Women farmers trained under the project are an important resource that needs to be formalized and supported for improving agricultural production and economic empowerment.	Trained women farmers should be registered in associations and provided support to access financing. Farmers should be connected to agricultural value chains. The possibility of supporting these farmers through the Bank's agriculture operations should be explored.	GoS/AFDB	Ongoing
Several contracts under the project were to be post-reviewed and were not subjected to procurement approval prior to award. The PIU was unable to furnish the required documents for conducting the post review during the PCR mission. The documents were later submitted to the Country Office.	A post-review of procurement contracts that were not subjected to clearance prior to award should be carried out by the Bank.	AfDB	April 2020
The project incurred several ineligible expenditures and this was partially attributed to the slow justification of the Special Account. As per Bank rules, disbursement to special account are to cover six months expenditures which should be justified. A detailed and independent audit should be carried out for a thorough review of the financial management of the project.	The Implementing Agency MBC should not be allowed to operate Special Accounts in future projects if they are ever awarded a grant. The Bank should do a thorough review of the replenishment to establish the readiness to execute the transactions within six months. The Bank should carry out an audit review of the project in addition to the final project audit to be done by the National Audit Chamber.	AFDB/MoFE P	Ongoing

V Overall PCR rating

Dimensions and criteria	Rating*
DIMENSION A: RELEVANCE	2.5
Relevance of project development objective (II.A.1)	4
Relevance of project design (II.A.2)	1
DIMENSION B: EFFECTIVENESS	2
Development Objective (DO) (II.B.4)	2
DIMENSION C: EFFICIENCY	3
Timeliness (II.C.1)	3
Resource use efficiency (II.C.2)	3
Cost-benefit analysis (II.C.3)	N/A
Implementation Progress (IP) (II.C.4)	3
DIMENSION D: SUSTAINABILITY	2.5
Financial sustainability (II.D.1)	3
Institutional sustainability and strengthening of capacities (II.D.2)	3
Ownership and sustainability of partnerships (II.D.3)	2
Environmental and social sustainability (II.D.4)	3
AVERAGE OF THE DIMENSION RATINGS	2.7
OVERALL PROJECT COMPLETION RATING	(1,2,3,4)

VI Acronyms and abbreviations

Acronym (add rows as needed)	Full name
AFDB	African Development Bank
ARC	Agriculture Research Cooperation
CB-GPPEA	Capacity Building for Gender Participation in Peace & Economic Activities
DIDC	Darfur Internal Dialogue and Consultation
GoS	Government of Sudan
MBC	Mamoon Beheiry Centre for Economic and Social Studies and Research in Africa
MoA	Ministry of Agriculture
M&E	Monitoring and Evaluation
MoFEP	Ministry of Finance and Economic Planning
NGO	Non-Governmental Organization
OUS	Open University of Sudan
PCR	Project Completion Report
PIU	Project Implementation Unit
PPD	Public Private Dialogue
PPP	Public Private Partnership
SBEF	Sudanese Business Employers Federation

Implementation Progress and Results Report (IPR)



AFRICAN
DEVELOPMENT
BANK GROUP

A Report summary and proposed actions

Report data

□ Report type:	Date of report: 09/3/2020		
	Launching/field supervision/MTR/Desk/Review/other (<i>specify</i>): Desk review	From: 30/6/2019	To: 31/12/2020
□ Prepared by:	Task Manager: Mona Sharan	Alternate Task Manager: N/A	Division Manager: Joseph Coompon

Project data

Project code: P-SD-ID0-003 Instrument number(s): 5900155009901	Project name: Capacity Building for Enhanced Gender Participation in Peace and Economic Activities Project Country: Sudan Sector: Social			
Processing milestones – Bank approved financing only (add/delete rows depending on the number of financing sources)	Key Events (Bank approved financing only)		Disbursement and closing dates (Bank approved financing only)	
Financing source/instrument 1: ADF Pillar 3 Date approved: 02.02.2016 Date signed: 22.05.2016 Date of entry into force: 30.08.2015 Date effective for first disbursement: 31.08.2016 Date of actual first disbursement: 21.12.2016	Financing source/instrument 1: Cancelled amounts: Supplementary financing: Restructuring (specify date & amount involved): Extensions (specify dates):		Financing source/instrument 1: ADF Pillar 3 Original disbursement deadline: 31.12.2018 Original closing date: 31.03.2019 Revised (if applicable) disbursement deadline: 31.12.2019 Revised(if applicable) closing date: 31.03.2020	
Financing source/instrument 2: Date approved: Date signed: Date of entry into force: Date effective for first disbursement: Date of actual first disbursement:	Financing source/instrument 2: Cancelled amounts: Supplementary financing: Restructuring (specify date & amount involved): Extensions (specify dates):		Financing source/instrument 2: Original disbursement deadline: Original closing date: Revised (if applicable) disbursement deadline: Revised(if applicable) closing date:	
Financing source/instrument (add/delete rows depending on the number of financing sources):	Foreign currency (UA):		Local currency (UA):	TOTAL (UA)
Financing source/instrument 1: ADF Pillar 3	3.2 million		N/A	3.2 million
Financing source/instrument 2: N/A	N/A		N/A	N/A
TOTAL: 3.2 million	N/A		N/A	3.2 million

Financing source/instrument (add/delete rows depending on the number of financing sources):	Disbursed to date (amount, UA):	Disbursed to date (%):	Undisbursed to date (amount, UA):	Undisbursed to date (%):
Financing source/instrument 1: ADF Pillar 3	2,058,702.49	64.33	1,141,297.51	35.67
Financing source/instrument 2: N/A	N/A	N/A	N/A	N/A
TOTAL:	2,058,702.49	64.33	1,141,297.51	35.67
Executing and implementing agency (ies):				
Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa				
Co-financiers and other external partners:				
N/A				

Performance status

Progress towards development objective			
Rating on Development Objective (DO)	Performance rating		Summary of key findings
	Current	Previous	
	3	N/A	
Implementation progress			
Rating on Implementation Progress (IP)	Performance rating		Summary of key findings
	Current	Previous	
	3	N/A	
Overall project performance classification			
Overall Project Performance Classification (PP, PPP or NPPP)	Project status		Summary of key findings
	Current	Previous	
	3	N/A	

Issues, risks and actions for management consideration

Issues affecting project implementation

(Report major challenges to project implementation and proposed actions for management attention. Completed actions can be removed from future IPRs)

Key issues	Corrective actions	Responsible	Deadline	Status <i>(Completed, In Progress, Not yet initiated)</i>
Low disbursement rate	Disbursements to Sudan were suspended and planned activities could not be undertaken due to the political instability. Activities planned for the extension period were scaled back or cancelled. The project is focusing on completing ongoing activities until the deadline.	MBC	31/12/2018	Completed
Payments to contractors could not be issued because of insufficient funds in the Special Account.	Payments to contractors have been issued through the direct payment method.	Bank	31/10/2019	Completed
Project withdrew excess funds for salaries, PIU operating costs and consultants not approved in the procurement plan.	Refund for ineligible expenses has been requested from the MoF. Funds withdrawn for PIU operating costs have been returned to the project account. Refund of excess salary amounts and consultant payments has not been issued.	GoS	31/12/2019	Ongoing

Main risks and mitigation

(Report major risks to project implementation and proposed actions for management attention)

Risks	Mitigation measures applied or proposed	Responsible	Deadline
Surplus funds will not be utilized during one-year extension period.	Undisbursed funds will be cancelled.	AfDB	31/12/2019

Management review and comments

Report reviewed by	Name	Date reviewed	Comments
Country Manager	Raubil Durowoju	29/03/2020	Cleared
Sector Manager	Joseph Coompson	29/03/2020	Cleared
Regional Director (as Country Team Leader)	Nnenna Nwabufo	20/04/2020	Cleared
Sector Director	Yero Baldeh	05/05/2020	Cleared

B Results reporting and assessment

Progress towards development objective (project purpose)

State the project development objective (usually the project purpose as set out in the Results-based Logframe) and assess progress

Women have borne the brunt of conflict in Sudan. As a result of internal displacements, they have lost livelihoods and earnings leading to impoverishment. Women are largely engaged in small scale agriculture which is often subject to droughts, hunger and food shortages. The project aims to empower women for active roles in entrepreneurial activities as trade, food processing and dairy production. In addition, the project aims to empower women for the achievement of a sustainable peace. Project activities provide technical assistance for peace building to enhance women's abilities to advocate for solutions that address those problems at the local level thus ensuring a meaningful and sustainable peace. The project is being implemented by the Mamoun Beheiry Centre for Economic and Social Studies and Research in Africa. The project includes three components: Component 1) Capacity Building of Women for Peace Consultation Process, Component 2) Enhancing Capacity for Women in Agriculture and Component, and 3) Project Management. During the first two quarters of 2019, the project undertook activities planned for the extension period. Some new activities could not be initiated because of the political turbulence in Sudan. The construction of the ElFasher Peace Center was launched and equipment and furniture were procured. A study tour to Ethiopia was undertaken with a group of 25 participants. The tour was beneficial in learning about Ethiopia's successful transition from conflict to sustainable peace through community-based dialogue processes. The establishment of new farmers field schools, demonstration plots and seed multiplication interventions in five Darfur states continued during the reporting period including training of facilitators for agricultural extension.

Outcome reporting

Outcome indicators (as specified in the RLF, add rows as needed)	Baseline value (a)	Most recent value (b)	End target (expected value at project completion) (c)	Progress towards end target (% realized) (b-a/c-a)	Assessment
Outcome 1 Gender sensitive community sensitizations and locality level dialogue and consultations activated.	0	17	40	43%	
Outcome 2 Adequately staffed and equipped private sector desk set up at Sudan Business Employers Federation (SBEF) to promote business start-ups	0	1	1	100%	
Outcome rating					
Rating on project outcomes	This report	Previous report	Justification <i>(A rating of 2 or 1, along with proposed remedies, must be discussed in the Issues, Risks and Actions for Management section)</i>		

	3	N/A	
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Output reporting

Output indicators (as specified in the RLF, add rows as needed)	Most Recent Value	Annual Target (expected cumulative value at end of reporting year)	End Target (expected cumulative value at completion)	Progress towards annual target (% realized)	Progress towards end of project target (% realized)	Assessment
Output 1 Dialogues and consultations among women for peace building.	80	N/A	20	400%	400%	
Output 2 Women business managers trained on entrepreneurial skills	540	N/A	540	100%	100%	
Output 3 Training of women farmers, extension agents and trainers	921	N/A	1671	55.1%	55.1%	
Output 4 Training of women agricultural production groups	210	N/A	210	100%	100%	
Output 5 TOT for Women Farmer Production Groups facilitators	25	N/A	25	100%	100%	
Output 6 Development of Farmer Production Group Training Manual	1	N/A	1	100%	100%	
Output 7 Linking financial institutions to Women Farmer Production Groups	70	N/A	64	91.4%	91.4%	
Output 8 Expansion of Women Farmer Demonstration Plots	50	N/A	53	106%	106%	
Output 9 Establishment of farmers field schools	30	N/A	53	176%	176%	

Output 10 Rehabilitation and construction of Peace Centers	4	N/A	3	75%	75%	Construction of ElFasher Peace Center is ongoing.
Output 11 Study tour to Ethiopia	25	N/A	25	100%	100%	
Output rating						
Rating on project outputs	This report	Previous report	Justification <i>(A rating of 2 or 1, along with proposed remedies, must be discussed in the Issues, Risks and Actions for Management section)</i>			
	3	N/A				

Development objective (DO) rating

Development objective rating	This report	Previous report	Justification <i>(A rating of 2 or 1, along with proposed remedies, must be discussed in the Issues, Risks and Actions for Management section)</i>
	3	N/A	

Additional and/or unanticipated outcomes/outputs (optional)

Indicator	Baseline	End target	Most recent value
1.	1.	1.	1.

C Project implementation progress reporting and assessment

Compliance with covenants

Criteria	Number/Percent of conditions complied with	Rating		Assessment <i>With explanation in particular (a) ratings of 2 or 1 and (b) ratings lower than in the previous report</i>
		This report	Previous report	
Compliance with project covenants (full report on compliance with covenants to be reported in Annex-2)		3	N/A	
Compliance with environmental and social safeguards (full report on compliance with covenants to be reported in Annex-3)		N/A	N/A	
Audit compliance		3	N/A	

Project systems and procedures

Criteria	Rating		Assessment <i>With explanation in particular (a) ratings of 2 or 1 and (b) ratings lower than in the previous report</i>
	This report	Previous report	
Procurement	3	N/A	
Financial management	3	N/A	
Monitoring and evaluation	3	N/A	

Project execution and financing

Criteria	Total approved amount (a)	Cumulative amount to date (b)	Cumulative amount at beginning of the year (c)	Annual projection (expected cumulative amount at end of year) (d)	Progress towards annual projection (% realized) (b-c)/(d-c)	Progress towards total (% realized)	Rating	
							This report	Previous report
Disbursement (Bank approved financing only)	3.2 m	1.883 m	1.883 m			58.84%	3	
Budget commitments (Bank approved financing only)								
Counterpart funding disbursements								
Co-Financing disbursements								

Criteria	Assessment
	<i>With explanation in particular for (a) ratings of 2 or 1 and (b) ratings lower than in the previous report</i>
Disbursement (Bank approved financing only)	3
Budget commitments (Bank approved financing only)	N/A
Counterpart funding disbursements	N/A
Co-Financing disbursements	N/A

Overall implementation

IP rating	This report	Previous report	Justification <i>(A rating of 2 or 1, along with proposed remedies, must be discussed in the Issues and Actions for Management section.)</i>
	3	N/A	

Lessons learned during implementation

Key issues (add rows as needed)	Lessons learned	Target audience
1. Weak implementation capacity of Implementing Agency.	1. Implementation Agencies should be carefully selected and placed under line ministries that can provide supervision and monitoring of activities.	1. AfDB
2. Project was not supervised for two years since the launch.	2. Task teams should conduct regular supervisions of projects.	2. AfDB
3. Project lacks clear strategy for making impact. Focus on workshops and trainings only.	3. Project design at appraisal should involve sector specialists in the relevant areas.	3. AfDB
4. Project was over budgeted at appraisal.	4. Project budgets should be developed with sufficient detail and informed by costing of activities.	4. AfDB
5. Challenges in management of partnerships.	5. Selection of partner agencies and establishment of contractual arrangements should be carried out with due diligence.	4. AfDB
6. Challenges faced due to suspension of disbursements to Sudan.	6. Activities for the extension period had to be scaled back or cancelled due to the suspension of disbursements to Sudan.	5. AfDB